

**JOB SATISFACTION AND PERCEPTION OF
QUALITY OF WORKING LIFE OF
MIDDLE LEVEL MANAGERS**

ABSTRACT

T H E S I S

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A B S T R A C T

Socio-psychological and economic aspects of work signify the compatibility of one's perceived value with organisational value system which provides direction to the attitude towards job. Job satisfaction being complex and difficult to measure objectively, is affected by a wide range of variables relating to individual, social, cultural, organisational and environmental factors.

Perception, the mechanism through which people receive, organize and interpret information from their environment is an important element in this process through which work takes meaning for the individual. This perceptual difference of the individuals in the same organisational climate paves the way for the analysis of the different intrinsic and extrinsic factors affecting the attitude towards their job. Job satisfaction is an intriguing concept. It is estimated to draw the attention of behavioural scientists from the very beginning of the evolution of organisation itself, but till recently the results on job satisfaction have been inconsistent. However, the researchers have identified the value of individual attitudes towards job and many studies have been developed to explain the complex behaviour of human beings at work. Motivational theories are quite contributory in this regard, but no universal theory is predictive of human behaviour at work. The job

satisfaction can be studied in an interactive way where all the contextual variables are taken into account. The global job satisfaction refers to an emotional state of mind that an individual has towards the entire work situation.

Since there have been no definitive studies that clarify how satisfaction and/or dissatisfaction affect employee's job behaviour and organisational effectiveness. The term, quality of working life (QWL) has gained deserving prominence as an indicator of the over all quality of human experiences in the work place. Quality of working life efforts are systematic attempt by organisations to give workers a greater opportunity to make their job and their contribution a vehicle for the organisation's overall effectiveness. The change in attitude of the new work force, highly affected by socio-psychological factors leads to greater interest in improving quality of working life (QWL). The compatibility among the factors like one's own personality dispositions and individual characteristics, characteristic of the job, and the characteristics of the facilitating structures decide upon the degree of satisfaction of an individual. If all these variables are perfectly matched to the satisfactory level, favourable outcomes can be expected to accrue to the employees as well as to the organisation. Quality of working life is a multidimensional concept but it has been examined in parts with emphasis on one aspect or the

other of an individual's growth in organisation. Due to its multifacet characteristics, its measurement remained to be practical difficulty till **Sinha and Sayeed (1980)** reported a psychometrically sound instrument measuring quality of work and working life in the Indian set up. This QWL inventory indicated good amount of validity and reliability for the dimensions and for the scale as a whole.

Performance is definitely an outcome of individual work behaviour that is a major concern to organisations. Personal satisfaction by the people at work leads to a higher level of performance.

From the survey of relevant literature, it is deduced that quality of working life and job satisfaction have become a perennial concern for the organisations over the years. The goal of the better quality of working life can be achieved through (a) satisfied job (b) improved level of performance. The study intends to investigate the significance of different components of quality of working life on these processes. Apart from the variables related to the content of the work, the personal variables do influence the perception of individual's performance level in view of global job satisfaction and quality of working life in totality.

The subjects used in the present investigation are middle level managers drawn on the basis of stratified random sampling. It was intended to have the size of the sample 542 to be selected from all

four functional areas of personnel, production, finance and marketing from each single industrial unit. Mail survey technique was used to collect the data. After first, second and third reminders spread over a period of nearly a year or so, the researcher could ultimately secure 91 workable questionnaires for analysis.

The questionnaire battery as used by Sayeed and Sinha (1981) was comprised of quality of working life (QWL) inventory (Sinha and Sayeed 1980), job descriptive index (JDI) (Smith, Kendall and Hulin, 1969) and performance rating form for self (SPR) (adapted from Mott 1977) and a biographical data blank.

QWL Inventory consist of 83 items measuring 17 dimensions, composed of varying number of items evaluated against 7 point scale. The specific dimension score can be obtained by summing up respective item scores and the total QWL score may be obtained by summing all the dimensional scores.

JDI measures job satisfaction viz. work, pay promotion, coworkers and supervisors. Total facets score correspond to global satisfaction score.

SPR form comprised of eight items to be rated on 5 point scale.

The questionnaires complete in all respects were edited, tabulated and cross tabulated. The scores of the questionnaire were treated to the analysis of correlation, simple regression and

multiple correlation to study the relationships and predictability of the variables under investigation. The effects of demographic variables were seen on QWL, JDI and SPR in term of 't' test of significance to determine the significance of difference between the two means.

The results of the present investigation show that, there is a strong relationship between job satisfaction and quality of working life but the prediction of these variables on each other is possible with lower reliability because of the high standard error of estimate. The relationship of these two variables with self performance rating is positive and statistically moderate. Job satisfaction and quality of work life jointly contribute to the variance in self performance rating by 11%. Majority of the dimensions of quality of working life correlate positively and moderately high with job satisfaction but a different pattern emerges with self performance rating. In general the intrinsically satisfying dimensions are determinant of self performance rating. Interestingly, the general life satisfaction is found to be quite contributory to self performance rating.

The functional areas and tenure happen to have significant effect on perception of quality of working life and job satisfaction. The corporate ownership significantly differentiates the perception of quality of working life. Thus QWL in

the public sector being lower than in the private sector. The self performance rating has been significantly influenced by functional areas, tenure, income, qualification, age and type of the firm.

In spite of the researcher's sincere attempt to maximise the accuracy and validity of the results for the given sample, the present study limits the generalization to the total population due to unavoidable and uncontrollable discrepancies having been crept into the research design. However, the investigation paves the way for further research.

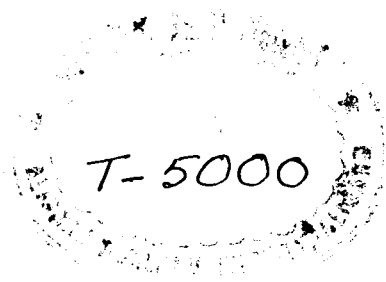


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T5000

To

My

Loving

Mother

PREFACE AND ACKNOWLEDGEMENTS.

The investigator is basically interested in the evaluation of attitude towards one's job and perception of quality of working life. These two variables are studied with respect to the middle level managers. Job satisfaction results from the employee's perception that the job content and context actually provide what an individual values in the work situation. Organisationally, high level of job satisfaction reflects a highly favourable organisational climate resulting in attracting and retaining better work force. The quality of working life can be viewed as an umbrella concept that encompasses many variables contributory to an individual's physical and mental well being. All the specific dimensions of quality of working life have a common goal of humanizing the work place. The appraisal of one's own performance conforms to job satisfaction and quality of working life. The purpose of the study is to investigate the different combinations of relationship between job satisfaction quality of working life and self performance rating.

An introductory over view of this study gives an opportunity to discuss the conceptual background of the study.

Chapter two focuses on the literature survey which directly or indirectly contains the nature of the study.

The following third chapter deals with survey design. The title incorporates survey methodology, objectives and hypotheses. The gist of objectives and hypotheses is to know the (i) different combinations of the relationship between job satisfaction, quality of working life and self performance rating and (ii) the effect of influencing demographic factors on these variables.

The detail of the statistical tools having been operated in the analysis is also stated in this chapter.

The next fourth chapter intends to discuss the analysis and interpretation of the data obtained. The data are tabulated and cross tabulated to obtain the trends as per the design of the study.

The following fifth chapter of this study reasons out the findings and hypotheses that are testified on the basis of results extracted.

The sixth and final part of the study aims to discuss the implications of the findings and suggestions.

The main incentive behind this study is that very little work has been done as per the relationship between job satisfaction and quality of working life in the Indian context. Time and again, these variables have been studied separately with one aspect or the other, but the present work aims to study both the variables in totality to consolidate the attitude of an individual towards his over all job experience.

I was greatly inspired to undertake this work by my learned teacher **Professor Najmul Hasan**. I am sincerely thankful to him for many valuable comments and suggestions in the initial stage of my study. In spite of him, not being physically present with me in the final stage of my work completion, his thoughts and suggestions always acted as motivational directives. I gratefully recognize his contributions.

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CHAPTER - I

Introduction - A Conceptual Background of the study

Like it or not, work plays a dominant role in our lives. It occupies more of our time than any other single activity. And for most of us, it is central to our self concept. We define ourselves, in part, by our career or professions. Very few individuals can really think of full and satisfying life that does not involve some productive work. The activity of such importance, in our life, definitely demands strong positive and negative reaction from us. An individual can always express feelings, beliefs and behavioural tendencies relating to their job. This exhibits strong and well directed attitudes towards one's work and specific aspects of it. Such attitudes are widely known as job satisfaction.

Work means many things to many people : Economically, work provides income which can be exchanged for desired goods and services. Socially, work identifies the role and existence to use in relating to other people. Psychologically, work provides employees with opportunities for personal satisfaction, recognition and personal growth apart from economic and social rewards. Taking the integral view, it establishes that it is the compatibility of one's perceived value with organisational value system, which provides direction to the attitude towards job.

Job satisfaction (JS) in itself is a complex concept and difficult to measure objectively. The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organisational and

environmental factors. Grunberg (1979) has identified these factors :- Individual factors include personality, education, intelligence and abilities, age, marital status, orientation to work. Social factors correspond to the relationship with co-workers, group working and norms, opportunities for interaction, informal organisation. Cultural factors include attitudes, beliefs and values. Organisational factors include nature and size, formal structure, personnel policies and procedures, industrial relations, nature of work, technology and work, organisation, supervision and styles of leadership, management systems and working conditions. Environmental factors include economic, social, technical and governmental influence. These different factors all affect job satisfaction of certain individuals in a given set of circumstances but not necessarily in others.

Job satisfaction results from the employee's perception that the job content and context, actually provide what an employee values in the work situation. It can be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job and job experience (Locke 1976). This positive emotional state is highly contributory to an employee's physical and mental well-being. Organisationally, high level of job satisfaction effects a highly favourable organisational climate resulting in attracting and retaining better workers.

Perception, the mechanism through which people

receive, organise and interpret information from their environment is an important element in this process through which work takes meaning for the individual. This perceptual difference of the individuals in the same organisational climate paves the way for the analysis of the different intrinsic and extrinsic factors affecting the attitude towards their job.

In 1970, it was estimated that there had been over five thousand articles published on job satisfaction (Lawler 1970). Even given this amount of research the cumulative results on job satisfaction have been inconsistent. Thus recently, there have been no definitive study that clarifies how satisfaction and/or dissatisfaction affect employee job behaviour and organisational effectiveness.

Job satisfaction is an intriguing concept. At one time social scientists thought that a job was satisfying when there was a match between the characteristic of job and the needs of the individual. Recent researches suggest that the determinant of satisfaction are more complicated than this.

Job satisfaction is complex assemblage of cognitions (beliefs or knowledge) and emotional feelings (sentiments or evaluation) and such behavioural tendencies. Locke (1969) admits that job satisfaction and job dissatisfaction are seen as a function of perceived relationship between what one wants from one's job and what one perceives as offering or entailing. Wanous and Lawler

(1972) examined nine definitions of job satisfaction advanced during the previous several years and found that people attach different meaning to "What it is to be satisfied." Job satisfaction may also be defined as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke 1969). In contrast, job dissatisfaction was defined as the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues. (Locke 1969). Other scholars have confined their definition of Job satisfaction to "persistent feelings towards discriminable aspects of the job situation" (Smith and Kendall 1969). Discriminable aspects refer to such factors as the work itself, pay, promotional opportunities, the supervisions, co-workers and the hours of work. Some definitions see morale and satisfaction as being synonymous. Guion (1958) believes that the extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total job situation. Job satisfaction sometimes refers to an overall feeling of satisfaction or satisfaction with the situation as a whole (global satisfaction). At other times, job satisfaction refers to a person's feelings towards specific dimensions of the work environment (facet satisfaction). These facets are taken separately or interacting manner, time and again, by the researcher, to

ascertain the job satisfaction.

On the other hand motivation is closely tied with job satisfaction so that organisation must take steps and offer privileges which would make the employees happy with their job. Some of these privileges and benefits include equitable wages and salaries, timely promotion, participative style of management, good working conditions, team spirit and so on. Ever since, the researchers have identified the value of individual attitude towards job, many studies have been developed to explain the complex behaviour of human beings at work. Maslow's need hierarchy suggest that human beings have five basic categories of needs: Physiological, safety, belongingness/love esteem and self-actualization. When applied to job satisfaction, it suggests that workers will be most satisfied with their job when they permit them to satisfy the needs corresponding to their current position in the need hierarchy. Although this gave the base for explaining individual behaviour, but still suffers with logical flaws like difference between values and needs, no clarity about what constitute self-actualization etc.

Herberg's two-factor theory (motivator-hygiene approach) argues that satisfaction derived mainly from motivators (work itself, achievement, promotion, recognition and responsibility) or aspects of work itself, while dissatisfaction stemmed primarily from hygienes, the context in which work is performed (inter-personal relations, working conditions,

supervisors, factory and company policies). Some findings did yield similar to Herzberg but many others reported contrasting results. It was found that hygienes and motivators exerted powerful effects upon both satisfaction and dissatisfaction. However, this theory has served as the stimulus for valuable work on job design and redesign, as well as job enrichment.

An individual trades-off between what one expects and what one gets to ascertain the level of satisfaction. The hypothesis is well explained by Vroom's expectancy model. This model is based upon the belief that job satisfaction is determined by the nature of reward people expect to get as a result of their job performance. The nature of reward refers to the perceived value that the employees assign to such reward. Hunt and Will (1969) point out that instead of assuming that satisfaction of a specific need is likely to influence organisational objectives in a certain way, we can find out how important to the employees are the various second level outcomes (worker's goal), the instrumentality of various first level outcomes (organisational objectives) for their attainment and the expectancies that are held with respect to the employee's ability to influence the first level outcomes. Empirically, it was found difficult to research, however it seems to be a step in the right direction. But it provides little help to the managers solving the problems related to job satisfaction.

Adam's (1962) equity theory of motivation does

correspond to job satisfaction. It yields that job satisfaction is the function of perceived fair and equitable treatment of an individual by the organisation.

There is no universal theory which can predict the human behaviour and its attitude towards job satisfaction. The job satisfaction can be studied in an interactive way where all the contextual variables are taken into account. Some of them seem to be important like individual personality, organisational climate and types of economic benefits available.

Altogether the analysis of job satisfaction can be classified in four broad groups :

1. Single factor theory
2. Multiple factor theory
3. Expectancy theory
4. Interactive theory

Solanki (1992) reveals that once again no single theory can fully explain the dynamics of job satisfaction. Different theories explain different aspects of job satisfaction.

Solanick & Pfeffer (1978) while examining the need satisfaction Models hold that human beings require high level of egoistic and self actualization need satisfaction from their jobs. The process of growing up involves accepting increasing challenge and experiencing greater autonomy and independence. There are various variables between people and their jobs that help

determine whether the relationship is satisfying. Whether, one is satisfied or not depends upon expectations, self-evaluation, social norms, social comparison, and input-output relations.

McFarin and Rice (1991) contended that facet job satisfaction is a function of (1) facet amount (2) wanted amount and (3) facet importance.

Morale is an ambiguous concept that some times is considered to be a component of satisfaction. It is defined as a composite of feelings, attitudes and sentiments that contribute to general feeling of satisfaction (Halloran (1970). Guion (1958) accords morale as the extent to which an individual needs are satisfied and the extent to which the individual person perceives that satisfaction is stemming from his total job satisfaction.

Job satisfaction influences the organisational effectiveness and hence the organisation becomes interested in determining the degree and direction of influences. Researches have studied the organisational dimension into causal, intervening and end-result variables -

- **Causal variables** : Managerial leadership and climate determine the course of developments within an organisation and the results achieved by the organisation (Likert and Bower, 1973)

- **Intervening variable** : Peer leadership, group processes and subordinate's satisfaction are the intervening variables. These variables reflect the internal state and health of the organisation e.g., loyalties, attitudes, motivations, performance goals and perceptions of all members and their collective capacity for effective interaction, communication, and decision making (Likert and Bowers, 1973).

- **End-result variable** : It corresponds to productive efficiency which reflects the achievements of the organisation, such as its productivity, costs, scrap loss and earnings. (Likert and Bowers 1973). Due to these influences the organisation tries to know as to when and why there is little or no job satisfaction. The serious consequences are turnover, absenteeism, low morale, alienation from the work etc.

The global job satisfaction refers to an emotion or feeling that an employee has towards the entire work situation. Managers can alter the important objects, conditions, or situations affecting global satisfaction only after collecting job facets satisfaction data. Ronan (1970) has determined minimum seven important facets which can elicit workers feeling or satisfaction : The work itself, supervision, the organisation and its management, promotional opportunities, pay and other financial benefits, co-workers and working conditions.

3. Job Descriptive Index (JDI) which is

perhaps the most well known instrument for securing job facets satisfaction measurement. The JDI compiled the following five facets which secures the attitude of the workers (Smith, Kendall and Hublin 1969)-

1. The work itself
2. Pay
3. Promotional opportunities
4. Supervision
5. Co-worker interaction

The organisation must be concerned with two decisions individuals make about their work and work organisation :

- the decision to belong.
- the decision to perform.

One response of people whose psychological contract expectations are unconfirmed is to withdraw from organisation either temporarily, through absenteeism or permanently through turnover. Confirmation of these expectations by the organisation by contrast, is a source of job satisfaction(Locke 1970).

Performance is definitely an outcome of individual work behaviour that is of major concern to organisations. We may think of performance or productivity, as it is often called as a summary measure of quantity and quality of contributions made by an individual or group to the production purposes of the work unit and the organisation. Individual work performance is of obvious importance to the managers. As

the performance of individuals, subordinates rises or falls, work unit performance will also be affected. Porter and Lawler (1968), promoted the contention that performance causes satisfaction. This in turn is the function of the will to perform, abilities and skills and knowledge about the requirements of the job.

Job satisfaction as an independent variable affects performance and as a depended variable is determined by work-related variables.

The correlates of job satisfaction can be described in terms of environmental effects and personal variable. The environmental effects constitute occupational level, job content, considerable leadership, pay and promotional opportunities.

One consistent finding is that the higher the level of job the greater the job satisfaction. In a more recent study on Indian supervisors and rank and file workers, organisational level and job satisfaction were found to be positively related (Singh and Srivastava, 1975). Dhillon (1990) also consolidates the past findings of Rosen and Weaver (1960), Rosen (1961), Friedlander (1965), Kornhauser (1965), Singh and Pestonjee (1990).

Job content variation is the parameter which increases the satisfaction. Walker and Guest (1952) evolved from their study that individuals having distinct operations in their jobs were more satisfied than the individuals having simple operation in their job. Similar

results have found by Mann and Hoffman (1960), Hackman et al (1974), Recently the study done by Block and Stokes (1989) revealed that there was greater satisfaction of individuals working on complex tasks in private organisations.

Pay and promotional opportunities are important variables which contribute to job satisfaction. But salary by itself is not enough to increase job satisfaction (Khalique and Chowdhry, 1983).

The personal variables make considerable level of difference in making the job attitude. Age, educational level, sex, marital status, tenure and others are correlated with job satisfaction, Pay and age, however show no relationship with job satisfaction in the study done by Schwab & Wallace (1973). However recently Rahman and Khalique (1995) in their study showed a positive correlation with age and experience in public sector organisations. Education may reduce job satisfaction when it raises high career and work aspirations and expectations that may not be fully realised on the job (Dhillon, 1990).

The surging focus on high performance indicates the role of human resources utilization in the process. Personal satisfaction by the people at work carries the higher level of performance. Both performance and high satisfaction should result from an organisational effort to interact with individuals and groups to achieve productivity.

Quality of working life (QWL) is a term that has gained deserving prominence as an indicator of the overall quality of human experiences in the work place. Quality of worklife efforts are systematic attempt by organisations to give workers a greater opportunity to make their job and their contribution a vehicle for organisation's overall effectiveness. The change in attitude of the new work force, highly affected by socio-psychological factors leads to greater interest in improving quality of working life (QWL).

All work occurs within some sort of socio-psychological organisation and while postulating the prospects of 'Quality' in India one would have to keep in mind the sociological, psychological and the related context (Sinha, 1986). Most people who work for a living spend a significant amount of their working hours at the work place executing the requirement, duties and function of their jobs. Their satisfaction and dissatisfaction at work are usually carried over to the home as well (Near, Rice & Hunt, 1988). An individual's satisfaction at work thus contributes significantly to the overall quality of one's experienced lives.

The compatibility among the following factors decide upon the degree of satisfaction of an individual:

- One's own personality dispositions and individual characteristics such as need patterns, tolerance for ambiguity, locus of control, work ethic values, abilities, and skills.

- Characteristic of the job, such as, the amount of challenge it offers, the extent of autonomy one has in doing the job, the extent of skills used in performing the job and the like and
- Characteristics of the facilitating structures at the work place such as appropriate work layout, reward system, the extent to which training facilities are offered and to what extent innovative risk taking efforts of employees are encouraged and rewarded.

If all these variables are perfectly matched to the satisfactory level favourable outcomes can be expected to accrue to the employers as well as to the organisation. The employees will experience (a) job involvement (b) sense of competence and (c) job satisfaction and as a result organisation will have low turnover, absenteeism and higher level of performance. QWL in an organisation is decided on the basis of the degree of match between above mentioned variables.

In the recent past the phrase quality of working life has been used with increasing frequency to describe certain environmental and humanistic values. With industrialization and technological advancement, the industrial societies became more concerned for industrial production and economic growth giving no weightage to humanistic and environmental values. Now attention has been focussed on the quality of human experiences in the work place within organisation in order to increase the workers involvement in management, job satisfaction and

performance which leads to enhancement of organisational viability. The various motivational theories and the researches on the job design structure purport to bring about 'quality' in work.

With the passage of time a variety of concepts have been evolved to describe QWL. Earlier it was termed morale and afterwards human relation, redesign of the work system and organisational development. Recently some of the social scientists have tended to describe industrial democracy as a measure of QWL.

Increased interest in the job design has been associated with the development of a broader social concern for the QWL. In 1973, a Department of Employment Report, United Kingdom on the QWL, summarised case studies of people experiences at work and description of experiments in improving working systems in four countries including the United Kingdom. The report dealt with five main theories (Herrick and Quinn, 1971).

- Efficiency at work
- Satisfaction at work
- the link between satisfaction and efficiency
- the influence of environmental factors and particularly work technology and
- development of thoughts in social science & people expectation from work.

A high quality of working life is the one that offers the individual such things as quoted by Richard E.

- Adequate and fair compensation
- Safe and healthy working condition.
- Immediate opportunity to use and develop human capacities. This includes autonomy, work requiring multiple skill, information and perspective, whole task and involvement in planning.
- Future opportunity for continued growth and security. This includes expanding of one's capabilities, opportunity to use new knowledge and skills, promotion opportunities, plus job and income security.
- Social integration in the work organisation. This includes freedom from prejudice, egalitarianism, supportive primary work groups, a sense of community and interpersonal openness.
- Constitutionalism in the work organisation. This includes right to privacy and free speech. It also includes equitable treatment of employees and due process procedures in handling employees and in appeal procedures.
- Work and total life space. There should be balanced relationship among work and non work and family aspects of life.
- Social relevance of work. The employing organisation should perform in socially beneficial manner.

The causes of discontentment can be evolved in view of the features given by Walton (1973) like meaning-lessness, isolation, low degree of job satisfaction, lack of ego-involvement in one's job i.e., self estrangement etc.

Taylor's (1973) and Spink's (1975) view points can be considered for an operational definition which describes QWL as, "the degree of excellence in work and working conditions, which contribute to the overall satisfaction of the individual and enhances individual as well as organisational effectiveness."

Carlson (1980) states that QWL is both a goal and an on going process for achieving goal. As a goal QWL is the committment of any organisation to work improvement, the creation of more involving, satisfying and effective jobs and work environment for people at all levels of the organisation. As a process QWL call for effort to realize the goal through the active involvement of people through the organisation. Bluestone (1978) also supports that QWL is a philosophy of management with active support of the union.

The QWL suggests comprehensiveness. The concept embraces but broader than the legislation which protects hours of work, labour standards, compensation and other extrinsic variables at work. The concept is also broader than the aim of unionization movement. It is broader than the notion proposed by the psychologist that a positive relationship existed between morale and productivity and that improved human relations would lead to the enhancement of both. It is broader than any of the attempts at reform such as drive for equal employment opportunity and the numerous job enrichment schemes. Gradually the concept of QWL included the values that

were at the core of these earlier stated aspects of work but emphasis was more on human needs and aspirations, such as the desire for socially responsive employer. QWL is a large step forward from the traditional job design of scientific management which focussed mostly on specialization and efficiency for the performance of narrow tasks.

QWL refer to the favourableness or unfavourableness of a job environment for people (Ramon and Brief, 1979). It supported the view illustrated by Hackman and Shuttle (1977).

During the last two decades the total perspective of the human life has changed tremendously with increasing technology, level of education, affluency and independence. They began reaching for higher order needs, something more than merely earning their bread. If the organisation does not cope up with the changes in individual aspiration and attitude, it will result in low job satisfaction and low degree of job involvement in spite of sustaining the extrinsic variable and human relations to the best.

In the recent context the organisation intends to opt for the approaches which humanize the job and develop a better quality of working life. It attempts to serve the higher order needs of workers as well as their more basic needs. The working environment apart from encouraging the individuals to improve their skill, should also contribute to workers' abilities to perform

in other life roles such as a citizen, spouse and parent. The work should contribute to general social advancement. The humanized job provides a 'best fit' among individuals, jobs, technology and the environment.

The concept of organisational development is partially a response to the needs of both individuals and organisations of improvement strategies that will bring individual aspirations and organisational objectives together. In some respects, QWL is nothing more than an elaborate definition of organisational development (OD). In practice there is hardly a difference. The value of OD to the QWL movement has been the availability of social technology for organisational change.

The QWL will be short of any meaning unless the regulatory concept of management is replaced by a genuinely participative concept, the tyranny of technology should be tamed by the flexibility of technology in its working form, the concept of hierarchical control should give away to appropriate forms of self regulation and control through autonomous of semiautonomous group working and in the end, working men and women should be measured as creators of meaningful work rather than as instruments of production is gaining acceptance as the rationale for new forms of work organisations (De, 1984).

Chakraborty (1986) has examined the QWL in the light of Indian psycho-philosophy to solve the organisational problems related with competition,

unreasonable personal expectations, anger of top level officials, bad communication, performance appraisal and promotion criteria. He suggests that will-to-yoga is the only viable process for toning up QWL.

In the Indian context due to the different social, cultural, political and economic spheres, the researcher found QWL a tough proposition but still the works of Ganguly (1976) Joseph (1978) De et al (1977, b 1980, c, 1984) Mehta (1976), Singh (1984), Sinha and Sayeed (1980, b 1981) are to be appreciated.

Carlson (1980) an internal consultant and researcher in General Motors has developed a model of quality of work life to guide their systematic change effort. In India however most of the work with QWL is in a theoretical descriptive frame work, on mostly action research context to bring about some desirable changes in the design of work systems (De, 1980).

The concept of QWL has been examined in parts with emphasis on one aspect or the other of an individual's growth in organisation. For instance, Heizel et al (1973) and Joseph (1978) have shown that QWL can be conceptualized as an evaluation process of one's life in the work context along the four dimensions viz., growth, mastery, involvement and self control. As the QWL is a multi-dimensional concept, its measurement remained to be a practical difficulty. Sinha & Sayeed (1980) reported a psychometrically sound instrument, measuring quality of work and working life in the Indian set up. However

empirically not much has been done to relate QWL dimensions with various process of organisation. QWL inventory developed by Sinha & Sayeed (1980) indicated good amount of validity and reliability for the dimensions and for the scale as a whole. The listed dimensions of QWL are given in the operational definition -

1. **Economic benefit** : Receiving adequate monetary income and financial rewards.
2. **Physical working condition** : Conditions affecting physical comfort and convenience on and at the job.
3. **Mental state** : Feeling of depression or being upset at work.
4. **Career orientation** : Progressing for career objectives and having opportunities for progress.
5. **Advancement on merit** : The extent to which rewards and punishments are based on merit.
6. **Effect on personal life** : Effect of job on personal life. The hang-over effect on the individual which may be either positive or negative.
7. **Union management relation** : The relationship between union and management, consideration of each other's point of view.
8. **Self Respect** : The feeling of being treated as an adult with respect and due dignity.
9. **Supervisory Relationship** : The relationship with superiors and mutual understanding.
10. **Intra group Relations** : The way workers in a group interact.

11. Apathy : The workers concern and ambitions for work.
12. Confidence in management : Belief that the management is aware of and concerned about the workers' problems and interests.
13. Meaningful development : Opportunity to learn more and apply skills and abilities meaning-fully and in a challenging way.
14. Control, Influence and Participation : The extent to which workers are involved in decision making, their influence and control.
15. Employee commitment : Loyalty to the company and concern for its future.
16. General life satisfaction : Fulfilment of life needs apart from the work situations i.e., in family, in society and so on.
17. Organisational climate : The organisation's or industry's outlook and approach in the interest of the worker for the betterment of the industry.

The researchers have found that people feel strongly towards certain job facets like pay, work itself, promotional opportunity, supervision and co-workers interaction. The perception of all these aspects contributes to the job satisfaction. The phrase QWL suggests comprehensiveness and is a broader concept as deduced from the previous studies so as to cover all these facets. The job satisfaction can be taken as an index of QWL. The satisfaction through high performance leads to a favourable perception of QWL.

So many single facet and multi-facet studies have been conducted to evaluate the degree of satisfaction. However, high level of job satisfaction, sometimes is unable to explain the frustration and alienation of employees in a work situation. This demands for the other measures of quality of working life which can significantly contribute to the relation among job satisfaction, job characteristics and quality of working life.

Taylor (1977) maintained that the usefulness of job satisfaction measures in addressing job characteristics and improving QWL is problematic. Public opinion polls and organisational survey have shown high and stable levels of job satisfaction for many years while sign of employee's withdrawal from the work has been increasing. Close examination of this paradoxical findings leads to the conclusion that what-ever rigorous job satisfaction surveys are measuring it, is not the information needed to modify job and work in order to reduce employee frustration. To overcome flaws in the measurement of satisfaction for this purpose employees themselves need to be more involved in the measurement process. Recent experience with employee's participation in action research on quality of working life is noted and extension of this model proposed.

We need to be concerned with the system which involves worker as human being with their individual perception of what is happening in the organisation.

Perception which may even be completely at variance with apparently objective facts. From both the managerial and workers' point of view good human relations are necessary if people are to achieve economic, social and psychological satisfaction from the work they do. When studying human behaviour in organisations, it is necessary to examine the over all impact of work environment on the QWL offered to members of the organisation. When there is evidence of a behavioural approach to work, there is also a high QWL with the work environment. When there is low QWL there is not only poor human relationship but also a host of costly human problems. One of the most important aspects of management is to create a good QWL where people feel involved, become competent while performing at the job and be satisfied. These are the measures which interact with each other and also believed to affect the individual perception.

Some of the dimensions of the QWL encompassing compensation and adequate income, opportunity to develop human capacities, opportunity for continued growth and security and social integration may be viewed in the light of researches done.

Why people work ? Of course, there are countless reasons and one of them is to meet the economic need but recently it has been viewed that people perceive their work outside of strictly economic productive context. Narain (1973) notes that preference for

intrinsic factors is greater than that for extrinsic factors. Sharma (1972) in his study on people and productivity points out that workers do not work merely for money. Singh et al (1977) in their study conclude that undue demands for economic compensation is significantly associated with the quality of corporate functioning and that the demand for economic rewards can be substantially reduced by improving the quality of organisational life.

Kantz (1978), Hackman (1978) found that general satisfaction, growth satisfaction and internal motivation were effected by changes in job characteristics. Grace (1982) emphasised the need for complex approach to the examination of work satisfaction through a series of correlation among work characteristics. Abdul Haleem (1983) attributed to examine, manner in which subordinate need for independence or autonomy and task repetitive-ness interact to determine subordinate response to participative decision making. Johansson and Sanden (1989) studied the task monotony in terms of indicators of arousal and found that perceived monotony is positively related to uneasy feeling.

Brief (1976) Giles (1977) suggested that the response is more positive to a job that offers the worker skill variety, autonomy, task identity and feed back than they did to a job that was perceived as dull and monotonous.

Since work and career are developed within the

frame work of social organisation, the nature of personal relationship becomes another dimension of QWL to look into. Vardi and Hammer (1977) studied rates and direction of intra organisational job mobility and perception of mobility requirement. The positive mobility contributed to the satisfaction. Rai (1989) found minimum job satisfaction when related to recognition of work, frequent transfers, dual control of supervision, opportunity for promotion and conveyance facility.

Indeed the feeling of belongingness to an organisation is often closely linked to a feeling of commitment, ownership or involvement. Lawler and Hall (1970), Singh and Dass (1978) and Reddy and Kumar (1980) have highlighted the relevance of job involvement while perceiving a job.

Gilmore, Fried and Ferris (1989) studied the influence of unionisation on job satisfaction and perception of work. It revealed that effective reactions were higher for non-union employees than unionized employees with higher levels of growth, pay and supervisory satisfaction and internal work motivation.

Klitzman and Jeanne (1989) lend support to the reaction of the managers that adverse physical condition and lack of privacy may affect workers satisfaction and mental health. Philip and Benson (1983) contended that satisfaction at work is directly related to working conditions, skill levels, motivation and turnover. Thomas (1982) found that pleasurable working conditions ranked

first among desirability criteria for career choice and work satisfaction.

Litwin and Stringer (1968) in their vigorously designed experimental study found job satisfaction to be the highest in the affiliation induced corporate values and considerably low in power induced climate.

Ganesan (1983) negates the notion that the motive of achievement, aggression and creativity develop in the same kind of organisational environment.

In spite of the awareness of the different findings which clearly highlight the role of corporate culture and quality of working life in determining human behaviour. The present corporate climate, it appears does not provide a conducive environment for qualifying the social and psychological needs of individuals. On the contrary, it is proved that it produces submissiveness [Emery (1977), Singh (1979) and Singh et al (1977)].

The degree of identification of individual values with the organisational values in totality would generate higher satisfaction leading to better performance. Performance feed back reactions consolidate the perception of job satisfaction and QWL. Snyder et al (1984) support the notion that many work related perceptions vary consistently with performance feed back reactions.

The usefulness of measures evolved till now, in

assessing and improving QWL is problematic because of the flaws in the surveys. Goldenbiewski et al (1990) analysed that the evaluative studies on QWL can be substantially explained in terms of the lack of rigour of research methodology and design, as the literature critical of QWL often proposes that significant support was found for a positive finding bias hypothesis but rigour explains less than 7% of the variance in outcomes. This implies only modest support for the position that attractive QWL results can be substantially accounted for by positive finding bias.

However, it is deduced from the discussion that quality of working life and job satisfaction has become a perennial concern for the organisations over the years. The goal of the better quality of working life can be achieved through (a) satisfied job (b) improved level of performance. The study intends to investigate the significance of different components of quality of working life on these processes. Apart from the variables related to the content of the work, the personal variables do influence the perception of individual performance level in view of global job satisfaction and quality of working life in totality.

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CHAPTER - II

A Survey of the relevant literature

In this chapter the different relevant studies which directly or indirectly fix the domain of the present study, are reviewed. The research papers include theory as well as empirical based studies. The papers presented in the seminars are also taken into the review of the study.

Achamamba and Kumar (1989) studied the relationship of job satisfaction and locus of control among workers of public and private sector under-takings. The sample consisted of 100 workers drawn at random from public and private industries. The result shows that the greater the internal orientation (i.e. perceiving the positive or negative events as the function of their own action and self control), the greater will be the perceived satisfaction irrespective of the nature of the work or organisation. It is the attitude one has towards his or her job which contributes utility to job satisfaction.

Ahmad (1989) assessed the relative importance of incentives for 200 female workers (aged 16-48) and a job satisfaction questionnaire was demonstrated with list of 12 incentive items to be ranked. Job status, prestige, income and opportunity for promotion, were the most liked incentives. Shorter the working hours, less strenuous work, personal benefits were ranked lowest. There were no significant differences between the ranking of married and un-married respondents or between respondents with high or low job satisfaction.

Ambrosini (1983) reviewed the literature on QWL focussing on the decline of work centred approaches and the growth of interest in the relationship between work and non-work sphere. The prime perspective adopted during 1960 and 1970 are summarised, citing the emphasis on organisational and socio-technical studies of post Taylorist labour transformation; the emergence of the concept of subjective work experience then documented stressing the importance of the time dimensions and work flexibility as determinant of QWL.

Abdul Haleem (1983) attempted to extend the validity of the Path goal theory prediction and previous research findings by examining the manner in which subordinate need for independence or autonomy and task repetitiveness interact to determine subordinate responses to participative decision making (PDM). PDM was investigated among 229 superiors-subordinate pairs (approximately average age 30 yrs), contrary to prediction, high need for independence, subordinates performed better and were more satisfied with high participation only for non-repetitive task. Some of the findings are consistent with the path goal theory prediction that when tasks are non-repetitive PDM will have positive effect on job satisfaction and performance.

Ahmad (1991) investigated perceived QWL in relation to organisational role stress among 156 middle level managers of public and private sectors. Results indicated that all the four dimensions of perceived

QWL namely perceived influence at work and perceived amenities at work, perceived nature of job and perceived nature of supervisory behaviour were significantly but negatively correlated with most of the ten dimensions of organisational role stress. Further analysis showed age and tenure to be significantly correlated with perceived influence at work and perceived amenities at work. Whereas income and technical education were negatively correlated with perceived amenities and supervisory behaviour at work. It was further observed that age, education, length of service, years on the present job and income were either positively or negatively related with various dimensions of organisational role stress.

Balakrishnan (1976) identified the relative importance of needs of industrial employees. Rank order and paired comparison methods were used to find out the relative importance of physical, social security, financial achievement, responsibility, recognition and growth factors. Financial factors and physical working conditions were found to be important. The study reveals that the workers were found to be above physiological & safety needs and were somewhere between social and ego needs.

Block and Stokes (1989) examined the effect of individual differences, task complexity and privacy on satisfaction with work environment and considered how individual differences and task complexity would effect performance in private versus non-private work setting. It was predicted that heightened arousal levels,

generally associated with the presence of others would influence both satisfaction and performance for certain groups in non-private setting. Respondents were 169 under-graduates who were randomly placed in either private or non-private offices. Results indicate greater satisfaction on the part of respondents in private offices. Respondents working on a complex task were more satisfied in private than non-private setting. Male introverts performed best in the non-private office setting on the simple task.

Bhattacharya & Verma (1986) designed the study to investigate whether organisational commitment, need satisfaction and managerial respect have any relationship with and effect on job satisfaction. Results obtained from 160 executives from Bharat Coking Coal Ltd., Dhanbad, showed that organisational commitment need satisfaction and managerial respect were significantly and positively correlated with job satisfaction. Job satisfaction was found to be positively and significantly affected by all the three main variables and their interactions as well.

Bhattacharya (1972) suggested that a manager's perception of organisational characteristics such as leadership, motivation and communication will vary according to the source from which he derives satisfaction. The study shows that job content elements can also generate the maximum dissatisfaction. For the sample chosen satisfying items are mostly of self

estimation where as dissatisfying items relate to expectations from others.

Bhaya (1973) suggests that a healthy organisation is one which knows its goal and identifies clearly in which the whole and its part cohere adequately and which can adjust to constant changing social, economic and technological environment. Organisation as a whole correlates all the underlying interrelated systems.

Brief ~~etal~~ (1976) found in their study that respondents responded more positively to a job that offered them skill variety, autonomy task identity and feed back than from a job that was perceived as dull and monotonous.

Bury & Grznarova (1982) investigated the effect of allowing the worker to have more input into work related decisions and increased interaction. 78 assembly line workers who produced shoes were given increased production democracy by the introduction of partially autonomous working groups. Increasing the decision and interaction competence of workers caused a significant increase in work satisfaction.

Bruning and Synder (1983) examined sex of respondents and employment position as predictors of organisational commitment for 583 employees (59% of respondents were female) of social service organisation. Questionnaires were administered to assess organisational commitment, perceived competence, leader behaviour,

supervisor as communicator, job conflict and role clarity, team integration and job satisfaction. Results show that contrary to previous researches, neither sex nor position was a critical determinant of organisational commitment.

Chakraborty (1986) suggests that there are many organisational situations which indicate the hidden realities of quality of working life in our organisation. The management academics may examine QWL in the light of a paradigm radically different from one recently used. This alternative paradigm based on a study of Indian psycho-philosophy offered from a strictly problem solving point of view and may have the relevance to educate the practicing managers.

Cramer (1993) interviewed 57 employees in a large British engineering firm and found that the major source of turnover were dissatisfaction with (1) Career structure (2) salary (3) management supervision (4) training (5) working environment. These 5 characteristics were assessed for 853 respondents together with organisational commitment, favourable self presentation and satisfaction with job, life, and residential location. Distinct indices of turnover were postulated, as being tenure, organisational commitment and JS. Results indicate that the strongest predictor of tenure was younger age at joining the company and the major predictor of both organisational commitment & JS was satisfaction with career structure.

Chakraborty (1989) contended that the quality of domestic life transmits its inevitable impact on the quality of working life. He maintained the pressure to build a home life so as to douse the stress flames leaping up in our work life. The forecast that by the end of 1990, more than 50% of American children will belong to single parent or no parent category, is used by the author as a major element in the construction of emerging scenario of stress. He warned the Indians to restrain from the uncalled problems of this socio-cultural changes. It is deduced that there exist reinforcing cycle of stress both at home & in the work place.

Dashora (1976) highlights the importance of communication in management and brings out the influence of communication on the following relationships : boss worker, boss union, and union worker. It is suggested that the industrial peace and harmony cannot be maintained by unilateral efforts. Rather, the management should assure that employees morale, motivation, fatigue, monotony, recognition and industrial environment will be assessed without bias. The workers should ensure their support when all their demands are responded to.

Dhillon (1990) investigated the relationship of JS with age, educational and organisational level among 176 male police personnel. Respondents belonged to 6 hierarchical positions. A.M. Bayfeild and H.F. Rothe (1951). Index of JS was used. Analysis revealed a significant positive but moderate correlation between JS,

education and organisational levels. Result suggests that education may reduce JS when it raises high career, and work aspirations and expectations that may not be fully realized on the job.

Dhinga and Pathak (1973) identified and analysed some of the differences among the Indian managers working in proprietary and partnership concerns and those working in the subsidiaries of foreign companies. The study showed that a significant difference existed amongst the two types of managers on their socio-personal background, personal values and work related attitudes and their behavioural preferences in certain simulated job situations.

Elizer and Shye (1990) proposed a facet definition of the quality of work life and its relation to quality of life in general; based on action systemic concepts. This definition provides guide-lines for the selection of items and the formulation of hypothesis about the structure of inter-relationship among components of QWL. Based on data collected from 540 workers, the hypotheses were listed by mean of L.Guttman(1960) smallest space analyst. Results state the 2 facets of the definition of QWL: field of functioning (psychological, physical, social and cultural) and mode of functioning (expressive, integrative, adaptive, and conservative). The structure of total universe of QWL and the quality of life was a conical structure.

Elhance and Agarwal (1972) revealed a positive relationship between the leadership style of the delegant and effectiveness of his delegation, between delegant's perception of supportive behaviour of his superior and delegation; and between the delegant's confidence in the competence of his subordinate and delegation.

Feather (1979) described two studies that relate JS to congruence in values. In study I, 13,000, 15 to 17 Year olds administered the data survey and indicated the degree to which their values matched, those attributed to the school environment. Study II, with 1,383 adults indicated the degree of which actual work values matched desired work values. Both values indicate the importance of work itself as the basic determinant of job satisfaction. It provides evidence for significant (but relatively low) correlation that supports the congruence hypothesis.

Ferguson, (1983) presents a model that reflects the hypothesis that the relationship between the openness of work place and satisfaction with the office setting is mediated by perception of the environment such as perceived privacy and aural distractions. Path analysis of questionnaire and observational data from 288 employees in 8 organisations supported the model.

Ferris (1983) studied the hypothesis that structuring and considerate leader behaviour would focus the attention of respondents on job autonomy and thus influence their perception of it only and would not

demonstrate effects on other job characteristics. 48 respondents who responded to a 'help wanted' advertisement in a college newspaper were assigned to one of four experimental manipulation of leader behaviour: low consideration/low structure, high consideration/low structure, low consideration/high structure, high consideration/high structure. Respondents completed the job diagnostic survey post list. The hypothesis was supported: respondents working under condition of high consideration/low structure exhibited high autonomy perception but not as high as respondents in the low consideration/high structure condition.

Gilmore, Fried and Ferris (1989) obtained the data by administering the job diagnostic survey, which measures to 224 union and 225 Non-union members working in chemical processing types of job. The lack of consistent differences between the mean score of the union and non-union group indicated what they perceived as more or less challenging, depending on whether performed in a union or non-union setting. However, effective reaction were higher for non-union employees than unionised employees with higher levels of growth, pay and supervisory satisfaction and internal work motivation.

Golembiewski and Sun (1990) examined whether the high success rates observed in large surveys of 231 quality of working life (QWL) evaluative studies can be substantially explained in terms of the lack of rigour of

research methodology and designs, as the literature critical of QWL often proposes that significant support was found for a positive finding bias hypothesis but rigour explains less than 7% of the variance in outcome. This implies only modest support for the position that attractive QWL results can be substantially accounted for by a positive finding bias.

Gopala Krishnayya (1973) has done the study on private and public sectors with 'job content and job-context' factors contributing to job satisfaction. The multi-variate analysis exhibited that the departmental heads developed more successfully in private organisations, both organisations were not very successful in developing their section managers and first line supervisors. Supervisors in the private organisations gave more importance to status and there was a perception of favouritism in both organisations.

Gupta (1980) examined several hypotheses concerning a proposed positive relationship between employee satisfaction, performance contingent intrinsic rewards and pay. Home interviews and on the job observations were conducted for 649 employees of 5 midwestern organisations. Statistically analysed, results showed consistent relationship between predictor (e.g., perceived degree of rewards contingency) and the criterion (e.g., intrinsic satisfaction) variables, even when the effects of actual reward levels were partialled out. Results were inconsistent with prediction regarding

the interaction of performance contingent reward with (a) locus of control (b) equity and (c) tolerance of ambiguity.

Giles (1977) examined employees reactions to the opportunity to participate in a job enrichment programme in relation to higher order to needs satisfaction level. 270 non-supervisory workers in an electronics assembly plant completed a questionnaire. It was found that respondents whose higher order needs were less satisfied were more likely to volunteer for job enrichment. Results also indicate that respondents reacted to opportunity for job enrichment in terms of reaction to job characteristics rather than on the basis of desire for a change.

Golding et al (1983) interviewed 20 male lawyers, 17 female lawyers and 20 female legal secretaries concerning their work satisfaction, the nature of their employment, related gratifications and deprivations. Data shows that group responses concerning work related gratification, deprivation and their work values were largely similar. When they differed, the split tended to be along the lines of job status rather than along the lines of gender.

Graddick and Far (1983) examined sex differences in job involvement and organisational commitment alongwith issues pertaining to role conflicts, treatment on the job and involvement in professional activities. Data were collected via a mail survey from

440 women and 447 men who were randomly selected from various professional societies. No significant differences were observed between men and women on job involvement and professional activity scales. Both differed however on the level of organisational commitment, their perception of on the job treatment and the extent of their role conflicts.

Graca (1982) exhibited from the data drawn from the specialised school graduates, a series of correlations among work characteristics that confirm the need for a complex approach to the examination of work satisfaction. Work characteristics frequently negatively evaluated by the respondents included the level of conditions. Respondents who remained at their places of work after completion of their contracts expressed more satisfaction than dissatisfaction.

Ganesan (1983) investigated the correlations between the motivation of knowledge workers and their perceived organisational climate in the light of the theory that motivational processes and organisational behaviour are related to organisational environment. 21 knowledge workers (26 to 55 years) with professional, technical or managerial functions from nine organisations responded to organisational climate. Questionnaire manifest needs questionnaire, an individual brain storming measures and the aggression scale. Results do not support the theory that the motives of achievement, aggression and creativity develop in the same kind of organisational

climate.

Hackman (1978) suggested that the job can be redesigned to have the attributes desired by the people and organisations can be redesigned to have the environment desired by the people. This approach seeks to improve the quality of working life.

Hasnain and Behl (1977) investigated whether there is any relationship between job satisfaction and n-achievement among promoted and non-promoted employees. For this purpose, n-achievement and job satisfaction scales were administered to 90 upper division clerks (30 newly promoted, group I, 30 employees promoted some time ago, group II, and 30 never promoted, Group III, in a government department. The finding revealed that group I and group II employees had almost equal degrees of job satisfaction and also some what similar degrees of n-achievement, group I & group II employees were more satisfied than group III employees. The study concludes that high n-achievers are likely to be promoted and are satisfied with their jobs, while n-achievers may not be promoted and may not be satisfied.

Harris and Greenberg (1983) administered the job descriptive index to 99 public employees and their 8 supervisors, all of whom were unionised and worked in a quasi-military, turbulent labour management setting. Respondents were aged between 21 - 61 years. Results show that supervisors possessed higher satisfaction than their

subordinates in every category measured (including work, pay, promotion, supervision and co-workers). Supervisors' higher satisfaction may be due to the fact that they perquisite of their position. The lower satisfaction of non-supervisory may be explained by the highly routinized tasks they performed and the fact that their working conditions were somewhat injurious to their health. The area of most satisfaction for non-supervisory respondents was their co-workers. This may be due to unionization and to the fact that these respondents had organised strikes and job actions and had been effective in raising wages.

Hackman et al (1978) assessed the effects of changes in the motivational properties of job on work attitude and behaviour in a quasi-experimental design. A number of clerical jobs in a metropolitan banks were redesigned because of the technological innovation. Changes were made without regard for motivational characteristics of job and without cognizance by bank personnel that there might be motivational consequences of the changes. Some jobs were made more complex and challenging, some less so and the motivational properties of still others were essentially unaffected. Measures of job characteristics, employee attitude and work behaviour (job diagnostic behaviour survey) were collected from 94, 18-63 years old employees. Results show the general satisfaction, growth satisfaction, and internal motivation were effected by changes in job characteristics. Satisfaction with the work context was not affected, effects of the changes of absenteeism and performance depended upon the extent of

employee's growth needs themselves, which also tended to moderate attitudinal reaction to the changes. Contrary to the expectations, employee growth needs themselves were not affected by the altered motivational characteristics of the job.

Hall et al (1978) studied changes in departmental and job characteristics with 153 respondents over a 10 month period in an organisation (Govt.) undergoing top down reorganisation. Data in three parts were collected with the gap of 5 months. Contrary to the sizable number of studies the perceived effort, performance and satisfaction are not related to changes in job characteristics. Job changes were however positively related to job involvement. No changes were found in strength of respondents growth needs following in job characteristics.

Herrick (1981) suggested the efforts to improve the quality of working life. The individuals view of working arrangements and what they should be is often confused by contradictory ideas of 'what are they pursuing' when an individual seeks to alter the arrangements. At the enterprise level, there is disagreement among work place interest groups, (e.g. supervision, the top manager, local union officers, rank and file workers, middle managers) on the identification of the means and end of work. There is less agreement at the societal level about what constitutes the bottom line, in general, there is an implicit acceptance of the

views that the end of work is economic. The schemata recognizes the economic level of work but only as one's means towards a higher end: human well being.

Indiresan (1977) in his study investigated the effect of supervisory style with respect to (a) certain background variables (b) personality variables (c) organisational variables and (d) expressed job satisfaction. The sample consisted of 158 engineering teachers from 12 different higher, technological institutions in India. It suggests that positive attitude towards the supervisors leads to greater satisfaction. Considerate and the supervisors with high initiative contributed to the perception of job satisfaction.

Johansson and Sanden (1989) conducted a questionnaire based study on control room operators to study psychological job content, mental load and job satisfaction. A sub-group of 31 respondents was studied with psychological methods during day, night and free shifts on the basis of the complexity of nature of work. Perceived monotony is positively related to uneasy feelings.

Kumar (1976) did his study on the executives of public sector enterprises to identify the motivational and inhibiting factors which add to the satisfaction. They were asked to rank all motivational and inhibiting factors according to the relative importance perceived by them. Personal growth and development, recognitions for

good work done, accomplishment were perceived to be more important than promotion, job security, decision making and authority. The importance of pay has decreased.

Khalique and Chowdhry (1983) study indicates that although salary is an important factor for JS but results show that salary by itself is not enough to increase JS.

Klitzman and Stellman (1989) examined the relationship between the physical office environment and psychological well being of office workers. Results of a questionnaire survey of 1,830 non-managerial office workers indicate that adverse environmental conditions, especially poor air quality, noise, ergonomic conditions and lack of privacy may affect worker's satisfaction and mental health. Data also provides evidence that workers' assessment of the physical environment is distinct from their assessment of general working conditions such as work load decision making latitude and relationship with other people at work. Findings lend support to the position that stress people experience at work may be due to a combination of factors including physical condition under which they work.

Kumara and Koichi (1989) tested the hypothesis that supportive supervision and co-worker's social support positively affected the employee's satisfaction with the work climate and that the correspondence of such supervision and social support on employees satisfaction

with the job climate was highly variable in the case of low job awareness, (i.e., level of acceptance and perceived pleasantness of job). Questionnaire from 126 employees were analysed. In addition to the significant effect of supportive supervision and co-worker social support, a significant interaction effect between supportive supervision and job awareness was obtained. The interaction suggests that supportive supervision was very important in increasing job satisfaction when worker had low level of job awareness.

Kantz (1978) investigated the relationships between overall job satisfaction and 5 task dimensions; (skill variety, task identity, task significance, autonomy and feed back from job) for employees at different stages of their carrers, as measured by their length of employment on their current jobs as well as in their current organisations. Approximately 3,500 respondents from 4 different government, 2 metropolitan - 1 country and 1 state participated in the collection of survey data. Analysis showed that the strength of relationship between job satisfaction and each of the task dimensions depends on both the job longevity and organisational longevity of the sampled individuals for employees new to the organisation. Only task significance was related positively to job satisfaction while autonomy had a strongly negative correlation.

Kornbluh (1984) maintains that the concept of increasing worker's participation in decision making

affecting their work lives is appearing more often on the labour management agenda. The reasons for management interest include the need for (1) increasing productivity and quality (2) improving the quality of worklife for the new worker who is educated and has a good work ethic, but is alienated and unmotivated under current management practices (3) meeting foreign competition.

Kancengo (1982) argues that work alienation models developed in the industrialized western societies have strong cultural bias so that their applicability to 3rd world countries may be inappropriate. A motivational approach is proposed as an alternative model. Within the motivational approach, the concepts of involvement and alienation are opposite poles of the same phenomenon.

Khan and Azam (1992) studied the relative importance of performance, personality and socio-environmental factors in managerial promotions as perceived by executives of two organisations belonging to public and private sectors. Taking a stratified random sample, the response of public and private sector executives towards 10 performance, 14 personality and socio-environmental factors were scored and compared with the corresponding scores of private sector executives. Results showed statistically significant differences in the perception of some of the personality, performance and socio-environmental factors in the promotion.

Kulkarni and Tamhan (1984) aimed their

investigations to examine the relationship between opinions of friends and relatives of an employee about his job as perceived by him and his involvement with it. The respondents were 65 employees in age range of 20-43 years performing technical and administrative work in (i) Government departments and (ii) Government undertakings located in and around Nagpur. The respondents were administered the following instruments (i) What others feel about my job scale and (ii) Job involvement scale. The results have shown that if the opinion of an employee's friend and relatives about his job is perceived by him as favourable, he tends to be more involved with it.

Lawler and Porter (1969) collected the data from 148 middle and lower level managers in five organisations to find the effect of performance on job satisfaction. Each manager was asked for superior & peer ranking on two factors (1) how hard the manager worked (2) and how well the manager performed. Each manager was also required to fill the questionnaire design to measure attitude towards the degree of job satisfaction. It was predicted that individual degree of need satisfaction is related to his job performance as stated by his peers & superiors. This relationship is stronger for managers. Further it shows that satisfaction of higher order need is more closely tied to performance.

La Rosa and Paolo (1983) presented a preliminary bibliography of quality of life/quality of

working life literature. Four principal categories of study are represented (1) The status of labour in mature capitalist society (2) methodological and research approaches to quality of life problem, noting a recent deemphasis on standard of living and statistical analysis (3) continuities and discontinuities in the study of labour quality and QWL.

Levine (1984) investigated to develop a definition and measure of quality of working life (QWL) in a case-specific setting. 64 employees from a large insurance company constituted the panel. A 34 item QWL, 4 of which extend beyond specific job content: (a) degree to which superiors show respect and have confidence in the employee's abilities (b) variety in daily routine (c) work challenges (d) degree to which present work leads to good future work opportunities (e) self esteem (f) extent to which life outside of work affects work and (g) the extent to which work contributes to society.

Mehta (1977) collected the data on employee motivation, work satisfaction and organisational climate from a recently nationalized public sector organisation to study the implications of organisational variables for efficient working, with particular reference to workers' participation in management. While the managerial employees showed strong motivation for influence and influence backed motivation for personal achievement, the workers showed strong motivation for social achievement backed by need for personal achievement.

McFarlin and Rice (1991) surveyed 675 bank employees and found that facet job satisfaction is a function of (1) facet amount (2) wanted amount (3) facet importance. Facet satisfaction was highest when respondents wanted a large amount of the facet in question, were receiving a large amount and felt that the facet was personally important. Satisfaction was lowest when respondents wanted a large amount of facet and were receiving only a small amount and felt that the facet was personally important. When job facets were viewed as unimportant to respondents however; the amount of facet desired and currently processsed had little impact on satisfaction.

Misra and Kalra (1981) tested the notion that the attitudes of job involvement is a function of one's salient needs, be they intrinsic or extrinsic. Data were obtained from 215 middle and senior level managers from a wide variety of Indian public and private sector organisations. From amongst the public sector, a group of 33 primarily intrinsically motivated and 43 primarily extrinsically motivated managers were selected. The data were analysed to test the two hypotheses (1) the attitude of job involvement will be positively correlated with the satisfaction of salient needs only (2) both intrinsically and extrinsically motivated managers will be equally job involved provided their salient needs are met and more job involvement than those whose salient needs are not met. Hypothesis (1) was supported due to meagre

obtained.

Natesan and Radhai (1990) attempted to find out the extent of job satisfaction among executives and supervisors and also to identify the factors that promote job satisfaction. Fifty executives and fifty supervisors constituted the sample. Results revealed that supervisors have greater job satisfaction than the executives. Salary, opportunity for advancement, security of job and working conditions are regarded as the important factors of job satisfaction by the most executives while security of job, salary, working conditions and co-worker's behaviour are the important factors of job satisfaction according to most of the supervisors.

Neihouse (1986) suggests that personal perspectives, job expectations and career ambitions affect attitude and influence morale, job satisfaction has emerged as a major concern of today's workers. They seek involvement, are impatient at slow career progress, value leisure activities, and want to be informed about work place issues.

Nooris and Niebuhr (1984) Data from the job descriptive index and supervisory rating were used to find that the organisation tenure is the moderator of the relationship between job satisfaction and job performance and over all satisfaction with work and satisfaction with supervision. Employees socialization and organisational policies do have effect on the relationship.

Oldham and Rotchford (1983) examined the relationship between objective office characteristics (physical working conditions) and several measures of employee reaction in 19 offices of a large university. Data were collected from 114 full time employees, 93% of whom were females. The extent to which 3 sets of intervening variables explained these relationships was examined. The intervening variables were (a) interpersonal experiences (conflict, friendship, opportunities) (b) job experiences (task identity and significance and autonomy) (c) environmental experiences (crowding, concentration, privacy). Results indicate that each of the office characteristic related significantly to one or more of the employee reaction measures. Moreover, office characteristics affected several employees' reaction through their impact on the intervening variables.

O'Brien (1982) reviewed the evidence for the job characteristics theory of work attitude and performance, which states that employees' job satisfaction, intrinsic motivation and productivity are a function of the characteristics of job. The central characteristics are skill variety, task, identity, task significance, autonomy and feed back. The theory also revealed that employees' attitude and performance are moderated by the employee's need for psychological growth. Employees with low growth need strength are less responsive to job characteristics than employees' with

high strength. Results obtained from studies designed to test the theory, showed that the propositions related to JS and intrinsic motivation were weakly supported. Proposition relating to productivity were not supported. The moderating effects of growth need strength on relationships between job characteristics and outcome measures were overstated. It was found that definitions of the job characteristics, especially skill variety, were not well stated, and it is suggested that this could partly account for the failure of many studies to identify, independent job characteristics. The model failed to consider skill utilization as an important determinant of job outcomes and makes unwarranted assumptions about the strength of association between perceived and objective job characteristics.

O'Brien and Dowling (1981) forwarded that the previous research has consistently shown a small positive correlation between age and JS. This correlation could result from influences associated with ageing or cohort membership or both. These possible explanations were tested using data from questionnaire completed by 1,383 employees, in metropolitan area. Measures were obtained of variables associated with ageing (skill utilization, influence, variety and education). Using partial correlations, it was found that neither ageing nor cohort variables alone accounted for the expected positive correlation between age and job satisfaction. However, the correlation became unsubstantial when the joint

effects of ageing and cohort variables were partialled out. This finding is interpreted in terms of decreasing discrepancy between desired and perceived job attribute with increasing age.

Pestonjee and Singh (1977) investigated the differential effect of supervisory behaviour on morale, studying 20 1st level supervisors and 200 rank and file workers. Two extreme groups of 10 supervisors each were selected on the basis of (a) employee oriented supervisors (2) production oriented supervisors. 100 employees working under each type of supervisors were administered the employee's morale scale which include, fairness of employees' policies and behaviour adequacy of immediate leadership, sense of participation, sense of worth of the organisation. Result shows that global morale scores, scores on the subscale of fairness of employee's policies and behaviour, adequacy of immediate leadership and sense of participation were significantly higher under employee oriented supervision. Findings are suggested to have relevance to the economic growth and industrial well being in the third world.

Pierce and Newstorm (1980) implied that through need fulfilment, stress reduction and the harmonization of work with human behavioural process, flexible working hour can contribute to a greater correspondance between individual abilities and the ability requirement of the job and between an individual's needs and satisfaction of those needs by the work environment.

Patrick (1984) focuses on the organisational setting as locus of intervention and prevention efforts against burn out. Each organisation should adapt a philosophical position statement that reflects its belief and purposes. In determining programme goals data from employee performance records, job satisfaction survey, needs assessment or utilization trends, will target areas in need of intervention efforts. Programme development must take into account management style, communication skill, acknowledgement skills and career development opportunities. Alongwith the personal care, the psychological services to employees might include counselling with essential elements of confidentiality, issue openness and stigma reduction being ensured. It is suggested that recognition of the organisation's role in addressing employee burnout results in economic as well as humanistic benefits.

Philip and Benson (1983) revealed that the researches done in Soviet Union industry and agriculture with respect to job satisfaction shows that the USSR is confronted by the growth of technology and mechanisation of work force whose education level is increasing too rapidly for the work place to provide satisfying jobs. Many of the findings in the area of job satisfaction concur with the result of US studies and differences, can usually be attributed to the economic, social and political characteristics. A study of the youth in industry illustrated the effect of personal expectations,

Although the studies have shown no direct relationship between the level of work satisfaction and productivity, job satisfaction has been shown to be directly related to working condition, skill level, motivation and turnover.

Rice and Peirce (1991) tested the hypothesis that discrepancy models provide stronger prediction of satisfaction than do more parsimonious models relying solely on a single component of discrepancy scores, using 2 job satisfaction survey. Data from 180 working under graduates and 123 human service workers focused on specific facets of job, such as pay, promotion opportunity and hours of work. Results from 60 tests of differences between correlations provide mixed support. Discrepancy scores were consistently stronger predictors of satisfaction than were wanted amount scores. Discrepancy scores were not, however consistently stronger predictors of satisfaction than were facet amount scores.

Rahman, Rahman and Khalique (1995) investigated the difference between the public and private sector bank employees in terms of their perceived job satisfaction and its related factors. The sample comprised of 28 each type of bank officers. The result showed that the public sector employees had higher job satisfaction than private sector employees and further that their satisfaction was positively correlated with their age and experience. But for private sector experience was negatively correlated with job satisfaction.

Rai (1989) assessed the job satisfaction of 127 agricultural extension officers in relation to their age, experience, training needs, contact, personality and communication behaviour. Respondents had maximum JS from job security, cooperation from villagers, help and guidance from officers in performing the job, supervisions of the work by higher officers and cooperation from the divisional staff. Minimum JS was related to recognition of work, frequent transfers, dual control of supervision, opportunity for promotion and conveyance facility. JS was positively correlated with training need.

Ronen (1978) obtained the response of 65% of 500 Israeli Industrial workers through a questionnaire. Respondents were from private sector (N = 107) and from Kibbutz firms (N = 135). The respondents were divided into 3 groups according to seniority (a) 1 Yr. (b) 2-5 yrs. and (c) 6 Yrs or more. Respondents were also divided into categories according to age group and occupational or job level. Result confirms the hypothesis that the change in job satisfaction and job seniority resembles the U-shaped curve representing the relationship between employee's time related variable and job attitude, which was previously assumed to apply to age and organisational tenure. Findings also indicate that the level of overall job satisfaction was higher for Kibbutz worker than private; the difference increased significantly with increased level of seniority.

Sinha and Saeed (1980) based on the notion that QWL criteria should suffice not only for measuring the higher order needs but the lower order needs too, formulated QWL inventory containing 17 dimensions of the QWL. For selecting the discriminating items systematically, item analysis was done twice, firstly with judges rating in order to reduce the item pool and secondly with actual data collected on the industrial sample.

Sayed and Sinha (1981) examine the relationship between quality of working life (QWL) dimension and job satisfaction and performance measures obtained from self and supervisors in a sample of 184 employees working in high QWL organisation (N = 94) and low QWL organisation (N = 90). The results indicated that QWL dimensions are related to job satisfaction in both the types of organisations. However it was noted that QWL dimensions showed consistently low relationship with self & supervisor performance rated performance measures. A comparison between high and low QWL organisation further indicated systematic variation in the correlation pattern i.e., low QWL organisation tended to yield comparatively better relationship between QWL dimensions and performance measures than the high QWL organisation.

Sayadain (1977) designed the study to examine the relationship between organisational levels and job satisfaction. Data were collected on 84 employees from the same unit of an organisation. Porter need

satisfaction questionnaire (PNSQ) comprising security, social esteem, autonomy and self actualization and job satisfaction index (JSI) of Brayfield and Rothe's (1951) questionnaire were administered. The results suggest homogeneity of satisfaction score among the four levels on all components of PNSQ except social.

Singh and Pestonjee (1990) investigated to assess job satisfaction, job involvement and participation among officers and clerical cadre of a nationalised bank. The sample consists of 500 bank employees from western zone. The result shows that occupational level has shown significant influence on job, social relations and on the job area of job satisfaction. The officers of the bank have shown more involvement in job in comparison to clerical cadre. The decision making area of participation has been found influenced by occupational levels.

Solanki (1992) focussed in his study the delineation of the factors in the order of their importance which contribute to JS. A semi-structured instrument was used to collect data from a sample of 100 junior and middle level managers from 10 computer organisations. On the basis of weighted average score for each factor, overall ranking for the list of factors was arrived at. Interpretation of results in light of the major motivation theories, show once again that no single theory can fully explain the dynamics of JS. Different theories explain different aspects of JS.

Sharma and Sharma (1989) examined the relationships of organisational climate with JS and job anxiety. Groups of 50 officers and 50 subordinates (clerks and assistants) working in different units of an institution of higher studies were taken. Organisational climate was positively related to JS and negatively related to job anxiety in both officers and their subordinates. These correlations were stronger for subordinates in the leadership and communication dimension and stronger for officers in the interaction, influence, decision making and goal setting dimensions of organisational climate.

Singh (1986) reviewed nine operational definitions of job satisfaction. Data on 160 nationalized bank employees were reported on the relationship between each of these definitions and two traditional measures of overall job satisfaction. The results showed that all the operational definitions of job satisfaction did not yield empirically comparable measures of satisfaction. Several of them correlated better with an overall rating of job satisfaction and with absenteeism than did the others. A convergent and discriminant validity matrix analysis suggested that it is possible to validly measure people's satisfaction with different facet of their jobs.

Sinha (1986) postulated that modern workers demand jobs that satisfy their inner needs and money is not having the same force as it had in the past. In view of the need and process theories of motivation, this was

postulated that the popular way of determining QWL is to measure the attitude that constitute job satisfaction. It was suggested that the prospects of better QWL in India have to take sociological, psychological and related context into account.

Scarpillo and Campbell (1983) contend that many conceptualization of job satisfaction view JS as function of the match between the rewards offered by the work environment and the individuals' pattern of needs for those rewards. However the correlation between need/reward match and JS typically is not high, resulting in a considerable number of dissatisfied people whose expressed needs are met by the work situation and vice versa. The present study examined whether people who have higher or lower JS than their need/reward match would predict their careers differently from those whose JS can be predicted. Respondents were 185 volunteers employed by research and development units of two multinational corporations. Respondents were classified into quadrants using measures of JS, need importance and reward availability. Information about work and vocational issues and career issues was collected by an open ended interview. Results indicate that individual differences in aspiration level and different views of career progression help explain current JS over and above the match of the needs and rewards.

Singhal (1976) obtained the data from 4 groups of employees (N = 145) at 3 levels in a medium sized

industry, using a need gratification questionnaire and a list of job incentives which were opportunity for promotion, opportunity for training and good working conditions. The relationship between need importance and job incentives was meagre and the magnitude of need gratification had little effect on the perception of job incentives.

Savall (1979-80) discusses the contribution of socio-economic analysis to the understanding of the psychology of the work. Such analysis of the conditions and the organisational work depends upon establishing relationship among sociological variable borrowed from the theory of organisations, variables from the sociology and psychology of work and economic variables. The cross disciplinary approach can yield information on inter and intra individual behaviour and job performance as well as on the hidden human costs of work.

Snyder, William and Cashman (1984) investigated difference in reaction to performance feed back and their relation to individual demographics and perceptual variables. 1,516 employees of 2 public service agencies completed measures of trust in supervision, role conflict and clarity, perceived competence and reaction to performance feed back. Stepwise regression were used to measure the incremental impact of the relevent variables. Results support the notion that many work related perceptions vary consistently with performance feed back reaction. The strongest predictor of feed back

reaction was a measure of competence had lesser, but still significant effects. Age, tenure on the job and tenure in the organisation failed to show hypothesized relationships to reactions to performance feed back.

Srivastava (1985) studied the various factors that have influence on employees' attitude and willingness to work in the context of the existing socio-economic conditions. Interviews and discussions with 100 employees of leading public sector undertaking were administered to study the relationship between internal and external motivational factors with the level of job satisfaction of the employees. The findings of the study establish the positive correlation between both these sets of factors and the level of job satisfaction.

Taylor (1977) maintains that the usefulness of JS measures in assessing job characteristics in improving QWL is problematic. Paradoxically the high and stable levels of job satisfaction can not explain the frustration and alienation in the organisation. This leads to the suggestion that employee's participation in the action researches on QWL, may reduce employees frustration and feeling of alienation.

Thomas (1982) studied determinants of career choice and work satisfaction, which ultimately affect productivity, from the non-traditional perspective of 'workplace life style' a composite concept involving 3 dimensions: space (work setting) time (working hours) and

quality (task performed). Twenty two natives (15 - 24) year of age) of the same region who were actively seeking work were tested over a 2 year period with four questionnaire structure around respondents aspiration and values. 34 respondents (more than 16 years old) in control group were interviewed in depth with the same questionnaire. Results show that pleasant working conditions ranked first among desirability criteria for career orientation and work satisfaction.

Vardi and Hammer (1977) examined rates and directions of intra organisational job mobility and perception of mobility requirements among 298 randomly selected rank and file employees. Results show that these variables differed by technology. Career experiences were positively related to both interest and effort expended at furthering the career. Positive mobility experiences also contribute to the job satisfaction.

Wright and Hamilton (1978) investigated that the previous research on work satisfaction has consistently shown that older people are more satisfied with their job than younger people. This study addresses three possible explanation for this tendency - (a) The new generation of workers subscribe to a set of post material values that contradict the demands of industrial system and cause greater work discontent (b) The standards of the old are systematically eroded by their years in the system such that they learn to be satisfied with less and (c) Older workers simply have better jobs.

A discussive choice among these hypotheses can not be made without longitudinal data; nonetheless, the bulk of evidence presented here (i.e., for a total of 1,102 economically active salaried white males between the ages of 16 - 14 years drawn from a 1972 - 73 quality of employment survey) favours the last hypothesis.

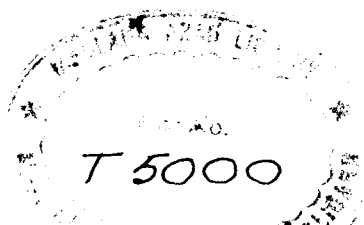
From the foregone review of the literature, it is manifested that time and again the different facets of job satisfaction were examined and inter-correlated to finally determine the degree of job satisfaction so as to maintain the required level of performance. However, few studies have shown the paradoxical situation of job satisfaction level not being able to restrain the frustration and alienation at work. Gradually, the emphasis is seen more on higher order needs as indicators of better quality of working life. However, it is established that quality of working life encompasses all the facet of job satisfaction but with deeper and broader interpretation.

Definitely, the job satisfaction as an index leads to better perception of quality of working life but can both be predicted on each other remains in question. The present study tries to find out the relationship between job satisfaction and quality of working life and their prediction on each other. The self rated performance in terms of the organisational effectiveness will reflect the perception of job satisfaction and quality of working life in a particular setting. The

study also aims at to have the joint effect of JS and QWL on the self performance rating criteria. The personal variables do have the influencing effect on the perceived level of job satisfaction, quality of working life and performance rating.

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CHAPTER - III

Survey Design

The job satisfaction and perception of quality of working life is an emergent phenomenon of the present industrial scenario due to the changing effects of socio-technical and socio-cultural values of organisations as a whole. Henceforth, it becomes necessary to ascertain the attitude of employees towards higher order needs and lower order needs in totality. The present study aims to evaluate the global job satisfaction and the significance of various dimensions of quality of working life which attempt to suffice all higher order needs and lower order needs encompassing wider scope. With respect to global job satisfaction, total perceived quality of working life and self performance evaluation, the present work aims to study the degree of correlation and predictability between the combinations of these variables. The relevant personal variables are taken as having definitive effect on the perception of job satisfaction, quality of working life and self performance rating.

The main objectives of the study are -

- (i) To know the relationship between job satisfaction and quality of working life.
- (ii) To find out the relationship between quality of working life and self performance rating.
- (iii) To know the relationship between job satisfaction and self performance rating.

- (iv) To know the significance of various dimensions of quality of working life on self performance rating.
- (v) To study the significance of various dimensions of quality of working life on job satisfaction.
- (vi) To study the joint effect of quality of working life and job satisfaction on self performance rating.
- (vii) To find out the effect of other influencing factors like functional area age, income, qualification, tenure marital status, number of dependents and the type of the firm on global job satisfaction, total perceived quality of working life and self performance rating.

The study has been designed to test the following hypotheses:-

- H1- There is no significant relationship between quality of working life and satisfaction.
- H2- There is no significant relationship between quality of working life and self performance rating.
- H3- There is no significant relationship between job satisfaction and self performance rating.

- H4- There is no significant relationship between various dimensions of quality of working life and job satisfaction.
- H5- There is no significant relationship between various dimensions of quality of working life and self performance rating.
- H6- There is no joint effect of job satisfaction and quality of working life on self performance rating.
- H7- There is no significant difference between the means of the managers irrespective of the area of work they belong to with respect to (i) Perception of quality of working life (ii) job satisfaction and (iii) self performance rating.
- H8- There is no significant difference between the means of younger and older managers with respect to (i) perception of quality of work life (ii) job satisfaction and (iii) self performance rating.
- H9- There is no significant difference between the means of management professional, technocrat and non-professional with respect to (i) perception of quality of working life (ii) job satisfaction (iii) self performance rating.

- H10- There is no significant difference between the means of higher income group and low income group with respect to (i) perception of quality of working life (ii) job satisfaction and (iii) self performance rating.
- H11- There is no significant difference between the means of managers with different length of service with respect to (i) perception of quality of working life (ii) job satisfaction (iii) self performance rating.
- H12- There is no significant difference between the means of unmarried and married managers with respect to (i) perception of quality of working life (ii) job satisfaction and (iii) self performance rating.
- H13- There is no significant difference between the means of managers having varying number of dependants with respect to (i) quality of working life (ii) job satisfaction and (iii) self performance rating.
- H14- There is no significant difference between the means of managers belonging to public enterprise and private enterprise with respect to (i) perception of quality of working life (ii) job satisfaction (iii) self performance rating.

The study aims at the middle level

managers drawn on the basis of stratified random sampling.

While selecting the sample a list of industrial units was made from Kothari's Industrial Directory of India (1986) by selecting of units from east, west, north and south zones of India. The units could not be taken in equal numbers from each zone due to the unequal concentration of units in the four sectors. It was intended to have the size of the sample 542 to be selected from all four functional areas of personnel, production, finance and marketing of each single unit.

Mail survey technique was used to collect the data in view of (i) accessibility to the respondents otherwise difficult to be contacted (ii) cost advantage. In that also the randomised sample was limited in size to further reduce the cost since mailing and numbers of reminders, further tax the affordability of the researcher. Non-response, a major weakness of the mail survey was assumed to diluted in view of the managers being educated, responsible and interested in the topic of the study.

Approximately, twenty questionnaires alongwith the coverying letter and return envelops were mailed over the period of six weeks. Keeping in view the delay & apathy prevalent in the Indian Post and Telegraph Dept. and Cultural

values of the respondents, first reminders with new questionnaire were sent to the non-respondents after nine weeks of the original mail out. Eighteen weeks after the original mail out, the second reminders with a fresh questionnaire were sent to the remaining non-respondents. Then, twenty four weeks after the original mail-out, third reminders along with the new questionnaire were sent to the still remaining non-respondents. Over a period of nearly a year or so, the researcher kept fighting to secure the responses and ultimately the questionnaires were sorted out to find 91 workable questionnaires for the analysis. This is to mention here that most of the questionnaires were sent to the companies registered offices, due to non-availability of relevant factory addresses, requesting to send them to their respective units. In order to cover the delays in transfer from head office to factory and postal apathy etc. substantial time was given between each mailing so as to ensure an optimum feed back.

Total number of questionnaires mailed	Responses received			
	before I reminder	after I reminder	after II reminder	after III reminder.
133 Units x 4 functional areas.				
= 542	12 (2.2%)	16 (2.9%)	24 (4.4%)	39 (7.1%)
Total number of respondents 91 i.e. 16.6%				

The questionnaire battery as used by sayeed & Sinha (1981) was comprised of quality of working life (QWL) (Sinha & Sayeed 1980) inventory job descriptive Index (JDI) (Smith and Kendall and Hulin (1969) and performance rating form for self adapted from Mott 1972) and a Biographical data blank.

Qwl Inventory :-

The used inventory consist of 83 items measuring 17 dimensions. Each dimension is composed of varying number of items against 7 point scale. The specific dimension scores can be obtained by summing up respective item scores. In the same way the total QWL score can be obtained by summing all the dimensional scores.

Scaling property:-

Split half reliability is 0.93

Alpha reliability is 0.97

Validity of the scale in terms of discriminatory power was listed on 't' ratio.

**QWL DIMENSIONS AND THEIR CORRESPONDING NUMBERS
OF ITEMS GIVEN IN QUESTIONNAIRE**

Dimensions		Item Numbers	Items
1		2	3
1.	EB : Economic Benefit	14, 23, 33, 56	04
2.	PWC : Physical Working Conditions	57, 73	02
3.	MS : Mental State	4, 34, 54, 55, 58, 74	06
4.	CO : Career Orientation	5, 35, 59	03
5.	AM : Advancement on Merit	15, 24, 53, 72, 75	05
6.	EPL : Effect on Personal life.	25, 52	02
7.	UMR : Union-Mgt Relations	6, 36	02
8.	SR : Self Respect	16, 26, 32, 51	04
9.	RS : Supervisory Relationship	7, 17, 18, 27, 50, 60, 61, 71, 76, 82, 38.	11
10.	IGR : Intragroup Relations	8, 28, 39, 49, 62, 70, 77, 91, 83	09
11.	A : Sense of achievement Vs Apathy	1, 69	02
12.	CM : Confidence in Mgt.	19, 29, 40	03
13.	MD : Meaningful development	9, 20, 48	03
14.	CIP : Control, Influence Participation	2, 10, 30, 31, 41, 42, 47 63, 64, 68, 78	11
15.	EC : Employee Commitment	11, 21, 46	03
16.	GLS : General Life Satisfaction	3, 12, 32, 43, 44, 65	06
17.	OC : Organisational Climate	13, 22, 45, 66, 67, 79, 80	07
			<hr/> 83 <hr/>

Job Descriptive Index (JDI) :-

This instrument measures job satisfaction viz work, pay, promotion, co-workers and supervisors. Total satisfaction score correspond to global satisfaction. It can be obtained by summing up all the facet scores. The index provides adjectives or phrases or phrases describing satisfaction/dissatisfaction in each of the 5 areas. The respondents have to indicate yes, no or undecided (?) in response to a series of adjectives under a given area. For item indicating positive description $Y = 3, N = 0, ? = 1$, For items indicating negative description scoring was $N = 3, Y = 0, ? = 1$.

Self Performance Rating Form :-

Comprised of items to be rated on 5 point scale. Item No. 4, 5 and 8 correspond to reverse scoring.

The questionnaires complete in all respects were edited and a score sheet was prepared. All the demographic variables were codified for the tabulation.

(The questionnaire is given in the annexure.)

As per objective of the study, coefficient of correlation was found by the product moment method. The following steps are involved in this-

Step-1 The scatter diagram for the two variables to be correlated has to be made to draw a correlation table.

Step-2 Deviations from the assumed means are taken as fy' & fx' and the product of $Yxfy'$ and $Xxfy'$ are found to get fy'^2 & fx'^2 .

Correction unit of interval is obtained by-

$$C_Y = \sum fy' / N$$

$$C_X = \sum fx' / N$$

This correction together with fy'^2 gives the standard deviation Y of the Y axis and X of X axis.

$$\sigma_Y = i \sqrt{\frac{\sum fy'^2}{N} - C_Y^2}$$

(Where i = class interval of Y axis.)

Step-3 The product of the deviation from assumed mean of rows and columns are calculated to obtain $x'y'$ checks are employed $y' = fy'$ & $X' = fx'$. $x'y'$ calculated from columns.

Step-4 Coefficient of correlation is calculated by the formula-

$$r = \frac{\frac{\sum x'y'}{N} - C_X C_Y}{\sigma_X' \cdot \sigma_Y'}$$

The regression equation can be calculated by the following formula-

(I) Deviation form-

$$(i) \quad \bar{y} = r \frac{\sigma_y}{\sigma_x} x$$

$$(ii) \quad \bar{x} = r \frac{\sigma_x}{\sigma_y} y$$

Where x and y are deviation from mean and $(r_x \times \frac{\sigma_x}{\sigma_y})$ & $(r_y \times \frac{\sigma_y}{\sigma_x})$ are the regression coefficient.

(2) Score form-

$$(i) \quad y - M_y = r \frac{\sigma_y}{\sigma_x} (x - M_x) \\ Y = r \frac{\sigma_y}{\sigma_x} (x - M_x) + M_y$$

$$(ii) \quad x - M_x = r \frac{\sigma_x}{\sigma_y} (y - M_y) \\ X = r \frac{\sigma_x}{\sigma_y} (y - M_y) + M_x$$

The standard error of estimate is calculated by the formula-

$$\sigma_{(esty)} = \sigma_y \sqrt{1 - r^2} \\ \sigma_{(estx)} = \sigma_x \sqrt{1 - r^2}$$

where σ_y = SD of y distribution

σ_x = SD of x distribution

r = Coefficient of Correlation
between x & y .

't' test of significance was used to determine the significance of difference between the two means-

$$'t' = \frac{M_1 - M_2}{\sigma_d}$$

Where d = Standard error of difference between to sample means. M_1 and M_2 of the two sample 1 and 2.

$$\sigma_d = \sigma_{\text{comb}} \sqrt{\frac{N_1 + N_2}{N_1 N_2}}$$

$\sigma_{(\text{comb})}$ = combined SD of two samples.

N_1 & N_2 - total number of the sample.

$$\sigma_{(\text{Comb})} = \sqrt{\frac{(\sigma_1)^2 df_1 + (\sigma_2)^2 df_2}{N_1 + N_2 - 2}}$$

Where df is the degree of freedom of each sample. df for 't' is calculated as $N_1 + N_2 - 2$. The significance is tested on $P < .01$ and $< .05$ corresponding to particular degree of freedom.

Multiple regression along with the partial and multiple correlation was obtained by the following steps to evaluate the joint effect of QWL & JS on SPR.

$$x_1 = b_{12.3} x_2 + b_{13.2} x_3 \text{ (deviation form)}$$

$$x_1 = b_{12.3} x_2 + b_{13.2} x_3 + K \text{ (a Constant) (score form)}$$

Computing partial r's

$$r_{12.3} = \frac{r_{12} - r_{13} \cdot r_{23}}{\sqrt{1 - r_{13}^2} \times \sqrt{1 - r_{23}^2}}$$

$$r_{13.2} = \frac{r_{13} - r_{12} \cdot r_{23}}{\sqrt{1 - r_{12}^2} \times \sqrt{1 - r_{23}^2}}$$

$$r_{23.1} = \frac{r_{23} - r_{12} \cdot r_{13}}{\sqrt{1 - r_{12}^2} \times \sqrt{1 - r_{13}^2}}$$

Partial σ 's-

$$\sigma_{1.23} = \sigma_1 \sqrt{1 - r_{12}^2} \sqrt{1 - r_{13.2}^2}$$

$$\sigma_{2.13} = \sigma_{2.31} = \sigma_2 \sqrt{1 - r_{23}^2} \sqrt{1 - r_{12.3}^2}$$

$$\sigma_{3.12} = \sigma_{3.1} = \sigma_3 \sqrt{1 - r_{23}^2} \sqrt{1 - r_{1.32}^2}$$

Computation of partial regression coefficient and of the Multiple regression equation.

$$b_{12.3} = r_{12.3} \frac{1.23}{2.13}$$

$$b_{13.2} = r_{13.2} \frac{1.23}{3.12}$$

$$x_1 = b_{12.3} x_2 + b_{13.2} x_3 \text{ (deviation form)}$$

$$x_1 = b_{12.3} x_2 + b_{13.2} x_3 + K \text{ (a constant) (score form)}$$

$$\text{Standard error of estimate} = \sigma_{1.23}$$

Multiple correlation of coefficient

$$R_1(23) = \sqrt{\frac{\sigma_{1.23}^2}{\sigma_1^2}}$$

The significance of Multiple R has been computed in terms of standard error of a Multiple R as given by the formula-

$$SE_r = \frac{1 - R^2}{\sqrt{N - m}}$$

Where-

m = number of variables being correlated

n = size of the sample.

(n - m) = degree of freedom.

.95 confidence interval for the population

R is $R \pm 1.96 \times SE_r$

The B coefficients have been calculated by the formula-

$$\beta_{12.3} = b_{12.3} \times \frac{\sigma_2}{\sigma_1}$$

$$\beta_{13.2} = b_{13.2} \times \frac{\sigma_3}{\sigma_1}$$

$$R^2_{1(23)} = \beta_{12.3} r_{12} + \beta_{13.2} r_{13}$$

Although the relevant statistical tests are applied to ensure precision in the results but still due to unavoidable errors which may creep in, to reduce the rigour of the research methodology, one cannot generalise the outcome. Secondly due to mail survey the sample could not be large enough to make prediction possible for the population but still the trends and the evaluated relationship paves the way for further research.

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CHAPTER - IV

Analysis and Interpretation

There has been widespread change in the attitude and perception of the employees towards their job, leading to greater interest in the quality of working life. These changes have resulted to seek greater degree of participation in the shape of work and work environment. Organisations are continuously affected in numerous ways by changes in the society. The implication for organisations of such social developments as the youth revolution, civil rights movement, the ecology and consumer movement and the increasing concern for the quality of working life and its relationship to worker productivity, Participation and satisfaction cannot be over looked (**Tannenbaum & Schimidt 1973**). In addition to the arrangements of carrying out organisational processes and execution of work, management has responsibility of creating an organisational climate in which people are motivated to work willingly and effectively.

Work satisfaction or dissatisfaction emerges from the individual's pattern of interest as well as his capabilities and other qualifications. The dynamics of job satisfaction has to be evaluated systematically and diagnostically to maintain the congruence between one's expectations and rewards (**Ruch 1948, Steers & Porter 1971, Jessup, 1975. Ghorpade 1980**).

Recently the behavioural scientists have tried to broaden the scope of job satisfaction variables to embrace deeper connotations which could explain the complex behaviour of the employees at work. The concept

emerged as quality of working life having all possible dimensions related to the content as well as the context of the job. The Present study aims at as to how job satisfaction relates to quality of working life in terms of their prediction on each other. Unless the effect is seen on the performance as an outcome of the personal satisfaction and perceived quality of working life, the study would remain incomplete. However **Sayeed and Sinha (1981)** have noted that quality of working life total and self rated performance measures for high quality of working life organisation failed to indicate a positive significant correlation. Apart from the defined parameters affecting the generalised attitude of employees, there are certain personal variables which could shape the perceptual format of the feelings towards job. The study takes this into account.

To start with, it is important to mention as to why the study projects at middle level managers. In an organisation the top level management is responsible for planning and making decisions and the crucial tasks of execution and implementation rest with middle level managers. Again the group becomes responsible for all ups and downs in the ultimate performance of the organisation. Moreover due to the increasing level of education, greater utilization of professional personnel, advancing technology and number of workers in the organisation this class has become comparatively more

Analysis 1

Table 1.1

Simple Regression Analysis to Show the Relationship of Quality of Working Life (QWL)
with Job Satisfaction (JS)

Variables	Mean	Standard Deviation	Correlation x Vs y	Regression Coefficient	Regression Equation	Standard Error of Estimates
QWL (Y)	389.10	58.20		1.829	$Y=1.829x+205$	40.78
			0.7135			
JS (X)	100.60	22.70		0.2782	$X=0.2782y-764$	15.90

Degree of freedom(N-2)=89

Level of Significance at 1% Level is 0.267

conscious about job satisfaction and quality of working life. Getting them to go to the job willingly and enthusiastically is the task that can be more important than planning, organising and controlling.

Analysis (1) deals with the evaluation of the relationship amongst all the three variables denoting quality of working life (QWL), job satisfaction (JS) and self performance rating (SPR).

Table 1.1 exhibits the simple regression analysis to show the relationship of quality of working life and job satisfaction and their prediction on each other. The mean of the total QWL score and global JS score for the middle level managers were computed. The mean and standard deviation of quality of working life are 389.1 and 58.2 respectively while the mean and standard deviation for job satisfaction score are 100.6 and 22.7 correspondingly. The coefficient of correlation between these two variables are found to be 0.7135. It is significant at 0.01 level of significance. This further signifies the strong positive correlation between quality of working life and job satisfaction. To find out the weight and prediction of quality of working life on Job satisfaction and the prediction of job satisfaction on quality of working life, the regression equations are computed. In the table the regression equations are given in score form but can be explained in deviation form too.

The regression coefficients which correspond to the weight given to one variable to predict the other variable have come out to be 1.829 and 0.2782 for QWL and JS.

$$QWL_{(y)} = 1.829 x$$

$$JS_{(x)} = 0.2782 y$$

Hence, if the same battery of test is used for the middle level managers again, the equation may give the relationship of deviation from mean QWL to deviation from mean job satisfaction. If job satisfaction $x = \pm 10$ the QWL $y = \pm 18.29$ and a deviation of 10 unit from the mean of job satisfaction is accompanied by a deviation of 18.29 unit from the mean of the quality of working life. Therefore the respondent who is 10 unit above the Mean JS score, would be most probably 18.29 above the QWL mean score. In the same fashion, the deviation of 10 units from the mean QWL is accompanied by a deviation of 27.82 units from mean of JS. In the score form of regression equation is much simpler to absolutely predict the preception of quality of working life and level of job satisfaction.

$$QWL_{(y)} = 1.829 x + 205$$

suppose if the respondent shows 90 score on JDI scale, the QWL score will be 369.61. Likewise for $JS_{(x)} = 0.2782y - 7.64$, if respondents show score of 370 on QWL Scale the JS will be 95.29. The accuracy of the prediction is evaluated on the basis of the computed error of estimate.

Analysis 1

Table 1.2

Simple Regression Analysis to Show the Relationship of Quality of Working Life (QWL) with Self Performance Rating (SPR)

Variables	Mean	Standard Deviation	Correlation x Vs y	Regression Coefficient	Regression Equation	Standard Error of Estimates
QWL (Y)	390.30	59.10		5.1920	$Y=5.192x+231.42$	56.02
			0.3163			
SPR (X)	30.60	3.60		0.0192	$X=0.0192y+23.10$	3.415

Degree of freedom (N-2)=89

Level of Significance at 1% Level is 0.267

The standard errors of estimate for QWL and JS happens to be 40.78 and 15.9 respectively. The Standard errors of estimate are nearly 30% below the corresponding standard deviations. The situation emerges as the correlation being positive and fairly high and the prediction having a little higher standard error of estimate.

Table 1.2 examines the relationship of equality of working life with self performance rating in terms of simple regression analysis. The variables, quality of working life and self performance rating are having mean values of 390.3 and 30.6 respectively. The standard deviation corresponds to 59.1 for QWL and 3.6 for SPR.

The correlation value of 0.3163 is found significant at 0.01 level of significance but the correlation is not very strong. The regression equation, in score form, has been computed as -

$$QWL_{(y)} = 5.192 x + 231.42$$

$$SPR_{(x)} = 0.0192 y + 23.1$$

It can also be shown in deviation form as -

$$QWL_{(y)} = 5.192 x (1)$$

$$SPR_{(x)} = 0.0192 y (2)$$

The regression coefficients in equation (1) exhibits the deviation of ± 51.92 units in the mean of QWL leading to

Analysis 1

Table 1.3

Simple Regression Analysis to Show the Relationship of Job Satisfaction (JS) with Self

Performance (SPR)

Variables	Mean	Standard Deviation	Correlation x Vs y	Regression Coefficient	Regression Equation	Standard Error of Estimates
SPR (Y)	30.70	3.61		0.0452	$Y=0.0452x+26.10$	4.42
			0.2955			
JS (X)	100.60	23.49		1.928	$X=1.928y+41.42$	22.40

Degree of freedom (N-2)=89

Level of Significance at 1% Level is 0.267

± 10 units of deviation in mean of SPR. The same way equation (2) infers the deviation of ± 1.92 units in the mean of SPR with the deviation of ± 10 Units in the mean value of QWL.

However, the prediction is tested on the basis of standard error of estimates. For QWL and SPR the standard error of estimates come out to be 56.02 and 3.413 respectively.

These are nearly 5% below their corresponding standard deviations. Hence, inspite of the positive and significant relationship between QWL and SPR, the prediction may not prove to be accurate. This may be because of high value of standard deviation itself.

Table 1.3 portrays the simple regression analysis to show the relationship of job satisfaction and self performance rating and their predicted measures. The mean values of SPR and JS are 30.7 and 100.6 respectively. while the standard deviation for SPR shows variability of 3.61 and 23.49 for job satisfaction. The correlation coefficient is computed as 0.2955 having significance at 0.01 level of significance. But low value of correlation extends to comparatively lower degree of relationship between the variables under consideration. The computation of regression equations donot consolidate the prediction due to high error of estimate and low correlation value.

Table : 1.4

Product-Moment Coefficient of Correlation Between Quality of
Working Life (QWL) Dimensions and Job Satisfaction (JS)

Sl. No.	Codes	QWL Dimensions	Computed Value of r
1.	EB	Economic Benefit	0.4617**
2.	PWC	Physical Working Condition	0.4413**
3.	MS	Mental State	0.0967 Ns
4.	CO	Career Orientation	0.5129**
5.	AM	Advancement on Merit	0.4946**
6.	EPL	Effect on Personal Life	0.3487**
7.	UMR	Union-Mgt. Relation	0.0949 Ns
8.	SR	Self Respect	0.1179 Ns
9.	RS	Supervisory Relation	0.6745**
10.	IGR	Intra Group Relation	0.5024**
11.	A	Apathy	0.5212**
12.	CM	Confidence in Mgt.	0.5441**
13.	MD	Meaningful Development	0.3638**
14.	CIP	Control, Influence & Participation.	0.5245**

Contd

Contd... Table No: 1.4

15.	EC	Employee Commitment	0.5638 **
16.	GLS	General Life Satisfaction	0.1510 Ns
17.	OC	Organisational Climate	0.5295 **

Degree of Freedom (N-2)=89

Level of Significance at 0.01 Level = 0.267 **

at 0.05 Level is 0.205 *

Ns-Not Significant

The standard errors of estimate for SPR and JS are nearly 6% and 4.6% below their respective standard deviation. The high values of standard deviation and low degree of correlation gives an uncomfortable situation for the prediction.

Table 1.4 depicts the computation of product-moment coefficient of correlation between the different dimensions of quality of working life and global job satisfaction. The correlations corresponding to mental state (MS) Union Management relation (UMR), self respect (SR) and general life satisfaction (GLS) have been found to be non-significant at 0.01 level and 0.05 level of significance. The significant correlation values range from 0.6745 to 0.3487. The highest level of correlation has been found with respect of supervisory relations and the lowest but significant correlation lies with the dimension effect on personal life (EPL). Out of 17 dimensions 13 are found correlated with job satisfaction. The dimensions which correlate significantly are as follows with their values in paranthesis. Economic benefit (0.4617), Physical working condition (0.4413), Career orientation (0.5129), Admancement on merit (0.4946), Effect on personal life (0.3487), Supervisory relation (0.6745), Intra group relation (0.5024), Apathy (0.5212), Confidence in management (0.5441), Meaningful development (0.3638), control, influence and participation (0.5245), Employee commitment (0.5638), Organisational climate (0.5295).

Table : 1.5

Product-Moment Coefficient of Correlation Between Quality of Working Life (QWL) Dimensions and Self Performance Rating (SPR)

Sl. No.	Codes	QWL Dimensions	Computed Value of r
1.	EB	Economic Benefit	0.1263 _{NS}
2.	PWC	Physical Working Condition	0.0356 _{NS}
3.	MS	Mental State	0.0393 _{NS}
4.	CO	Career Orientation	0.1730 _{NS}
5.	AM	Advancement on Merit	0.0375 _{NS}
6.	EPL	Effect on Personal Life	0.1789 _{NS}
7.	UMR	Union-Mgt. Relations	0.0164 _{NS}
8.	SR	Self Respect	0.1526 _{NS}
9.	RS	Supervisory Relation	0.2911 _{**}
10.	IGR	Intra Group Relation	0.3020 _{**}
11.	A	Apathy	0.1583 _{NS}
12.	CM	Confidence in Mgt.	0.2519 _*
13.	MD	Meaningful Development	0.263 _{NS}

Cont+....

Contd....Table No: 1.5

14.	CIP	Control Influence & Participation	0.3000**
15.	EC	Employee Commitment	0.3741**
16.	GLS	General Life Satisfaction	0.2803**
17.	OC	Organisational Climate	0.2320*

Degree of Freedom (N-2)=89

Level of Significance at 0.01 is 0.257**

0.05 is 0.205*

Ns Not Significant

In the present study, the correlations infer a general interpretation that 76.4% of the total dimensions under analysis are moderately correlated with job satisfaction.

Table 1.5 extends the product - moment coefficients of correlation between the dimensions of quality of working life and self performance rating. The correlation values range from minimum 0.0164 to the maximum 0.3803.

The dimensions which are found non-significant at 0.05 and 0.01 level of significance correspond to Economic benefits, Physical working conditions, mental state, career orientation, Advancement on merit, Effect on personal life, Union- Management relations, Self respect, Apathy and meaningful development. The other dimensions which are found positively and significantly correlated at 0.01 level are supervisory relations (0.2911), intragroup relations (0.3020), control, influence and participation (0.3000), employee commitment (0.3741), general life satisfaction (0.3803). The rest of the dimensions like confidence in management (0.2519) and organisational commitment (0.2320) are found significant at 0.05 level. Further analysis of the table infers the comparatively higher correlation with respect to general life satisfaction. The next important dimension comes out to be employee commitment. The remaining dimensions show significant but

Table 1.6

Multiple Correlation Analysis and Multiple Regression Equation to Predict Self Performance Rating

(1) Self Performance Rating (2) Quality of Working Life (3) Job Satisfaction

(Criterion (1)) (QWL-Independent Variable (2)) (JDI-Independent Variable (3))

Mean		Std.Deviation			Correlation			Partial Correlation			Partial Reg. Coefficient		Standard Error of Est.	β Coeff	Std. Error Multiple R	
M_1	M_2	M_3	σ_1	σ_2	σ_3	r_{12}	r_{23}	r_{13}	r_{123}	r_{132}	r_{231}	$b_{23.1}$	$b_{13.2}$	$\sigma_{(est.)x_1}$	$\sigma_{(est.)x_2}$	$\sigma_{(est.)x_3}$
30.60	389.10	100.60	3.60	58.20	23.49	0.3163	0.7135	0.2955	0.1576	0.1051	0.6842	0.013	0.021	3.395	0.21016	0.13700
																0.09

Multiple Correlation = 0.3464

Multiple R² Square = 0.1199

Multiple R in terms of Coefficient R²₁₍₂₃₎ = 0.06692 + 0.04049 = 0.10741

Multiple Regression Equation $x_1 = 0.013x_2 + 0.021x_3$ (deviation form)

95% Confidence level $R^2 = 0.3464 + 1.96 \times 0.09$ or from 0.170 to 0.522

R is significant.

low degree of correlation with self performance rating. In general all the significant values lie below 0.5, so it can be interpreted that the dimensions of QWL donot strongly correlate with self performance rating.

Table 1.6 exhibits the multiple correlation analysis and multiple regression equation to examine the joint effect of quality of working life and job satisfaction on self performance rating. The criterion variable (dependent variable) taken as SPR and the two independent variables are quality of working life and job satisfaction. The partial regression coefficient corresponding to QWL and SPR keeping JS statistically constant is 0.013 and 0.021 when QWL has been kept statistically constant and SPR is taken with JS. In the multiple regression equation the independent variable QWL puts 0.013 weight and JS as 0.021 in contributing to the self performance evaluation. The multiple correlation (R) has come out to be 0.3464 and at 95% confidence interval for the population. R is found to be significant. Since the predictive interval ranges from 0.170 to 0.522 being quite large. the correlation can not be taken as very stable. further analysis of the table evaluates the multiple correlation in term of Beta coefficient vide which the individual contribution of the two independent variables (QWL & JS) to SPR can be predicted. Multiple R^2 sqaure being 0.1199 indicate the 11% contribution of QWL

Analysis (2)

Table 2.1

Comparison of Mean of QWL Score

VARIABLE : Functional area

Group:

I	Personnel Manager	III	Finance Manager
II	Production Manager	IV	Marketing manager

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	19	432.39	54.80	I & II	14.300	0.9139 Ns
II	29	419.32	43.90	I & III	18.218	2.7385 **
III	20	382.50	58.78	I & IV	14.824	3.3479 **
IV	23	382.76	41.24	II & III	14.660	2.5115 *
				II & IV	11.936	3.0630 **
				III & IV	15.328	0.0169 Ns

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

and JS jointly to the variance of SPR. The Beta coefficient for QWL is 0.0669 and for JS is 0.0404. In total 11%, the contributions of QWL and JS to the variance of SPR are 7% and 4% respectively, the standard error of multiple R is 0.09.

The analysis of table in terms of coefficients of partial correlation portrays the relationship between SPR and QWL when JS is statistically constant and SPR and JS when QWL is statistically constant as 0.1576 and 0.1051 respectively. When SPR is partialled out, the correlation between QWL & JS comes out to be 0.6842 being significant. Since the independent variables are significantly and relatively highly correlated, the meaning of these partial correlation values remains unclear.

In analysis (2) the effects of demographic variables are seen on the perception of quality of working life of middle level managers.

Table 2.1 depicts the QWL score as per crosssectional designation of the middle level managers. The respondents are broadly categorised in four groups i.e. personnel managers (I) production managers (II) finance managers (III) and marketing managers IV. The QWL score mean ranges from 382.50 to 432.39. The highest value of mean is shown by personnel managers while lowest

Analysis (2)

Table 2.2

Comparison of Mean of QWL Score

VARIABLE : Age

Group:

I Year 25 - 34

II Year 35 - 44

III Year 45 - 54

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	40	393.75	65.55	I & II	14.166	0.65297 Ns
II	33	384.50	53.09	I & III	17.303	0.2350 Ns
III	18	397.80	48.87	II & III	15.0071	0.8815 Ns

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

value of mean is shown by finance managers. To study the significance of the difference of mean amongst the groups 't' values were computed and it is found that the 't' value is significant for I & III, I & IV, II & IV at 0.01 level and II & III at 0.05 level of significance. The 't' value is found non-significant for I & II and III & IV. The result indicates that personnel managers are perceiving the quality of work life higher than finance managers and marketing managers. On the other hand production managers are perceiving better quality of working life in comparison to finance managers and marketing managers. The perception of QWL does not differ statistically for personnel managers and production managers as well as for finance managers and marketing managers.

Table 2.2 portrays the effect of age on the perception of QWL. The mean score ranges from 384.50 to 397.80 of the respondents-falling in the categories I (25 yrs - 34 yrs) II (35 yrs - 44 yrs) and III (45 yrs - 54 yrs). the highest level of perception is shown by the older group of the managers and the lowest by the middle aged group but the difference in the mean is not found statistically significant. The interpretation results in the view that perception of quality of working life is independent of the age factor.

Analysis (2)

Table 2.4

Comparison of Mean of QWL Score

VARIABLE : Income

Group:

I Rs. 25,000 - 49,000

II Rs. 50,000 - 74,000

III Rs. 75,000 - 99,000

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	37	388.01	56.720	I & II	13.010	0.44500 _{NS}
II	43	393.80	59.117	I & III	18.890	0.37900 _{NS}
III	11	380.85	48.485	II & IV	19.335	0.66976 _{NS}

**** Significant at 0.01 Level**

* Significant at 0.05 Level

Ns Not Significant

Analysis (2)

Table 2.5

Comparison of Mean of QWL Score

VARIABLE : Tenure

Group:

I	Year 1 - 5	III	Year 11 - 15
II	Year 6 - 10	IV	Year 16 - 20
		V	Year 21 - 30

Group	N	Mean	SD	Group	Comb. SD	't' Value
I	36	364.88	60.94	I & II	14.720	1.9790 Ns
II	25	394.02	49.56	I & III	20.366	4.3587 **
III	13	453.65	68.45	I & IV	24.562	2.4155 Ns
IV	7	424.21	49.97	I & V	20.309	0.8807 Ns
V	10	382.76	36.6	II & III	17.100	3.4870 **
				II & IV	21.2278	1.422 Ns
				II & V	17.353	0.7214 Ns
				III & IV	15.2320	1.9327 Ns
				III & V	23.9800	3.1369 **
				IV & V	20.9100	2.0425 Ns

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Table 2.3 compares the mean value of QWL of the managers with respect to qualification. On the basis of the responses given by the middle level managers, the level of qualification is classified into 3 groups, I (management professionals), II (technocrats), III (non-professionals). The highest mean value lies in the category of non-professionals and lowest with technocrats. The relationship is not found statistically significant.

Table 2.4 infers the role of income on the perceived value of QWL. The response is studied with respect to the managers falling in the different brackets of their annual income. The categories are I (Rs. 25 000 - 49,000), II (Rs. 50,000 - 74,000), and III (Rs. 75,000 - 99,000). The mean value ranges from 380.85 by middle income group to 388.01 by highest income group. The difference is found non-significant at 0.05 and 0.01 level of significance. It shows that income does not affect the perception of QWL.

The effect of tenure on the perception of QWL is depicted in table 2.5. The length of service has been divided into 5 categories for the purpose of analysis. These are I (Yr 1 - 5), II (Yr 6 - 10), III (Yr 11 - 15), IV (Yr 16 - 20), V (Yr 21 - 30). The mean score of the criterion ranges from 364.88 to 453.65. The lowest satisfaction with quality of working life has been shown by the new comers and the highest level lies with the group falling in the category of 11 - 15 yrs of their service. The difference is found significant for I & III.

Analysis (2)

Table 2.6

Comparison of Mean of QWL Score

VARIABLE : Marital Status

Group:

I Married

II Un-married

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	78	394.27	60.93	I & II	58.198	0.03039 Ns
II	13	394.80	36.04			

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Analysis (2)

Table 2.7

Comparison of Mean of QWL Score

VARIABLE : Dependents

Group:I ≤ 2

II 3 _ 5

III ≥ 6

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	16	394.81	44.640	I & II	58.530	0.387 Ns
II	69	394.00	61.182	I & III	44.730	1.363 Ns
III	6	424.00	45.000	II & III	60.210	1.163 Ns

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Analysis (2)

Table 2.8

Comparison of Mean of QWL Score

VARIABLE : Type of firm

Group:

I Public Enterprise

II Private Enterprise

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	53	394.19	55.17	I & II	57.810	2.384 _*
II	38	423.50	6.58			

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

II & III, III & V at 0.01 level of significance. The managers having less than 11 years of their services are definitely less satisfied with QWL than the managers with 11 to 20 yrs. of service. The pattern emerges that towards the ending part of the services the satisfaction level with respect to QWL goes down comparatively.

What effect the marital status and number of dependents have on the perceived value of QWL, has been inferred by table 2.6 and 2.7. There exists no significant difference between married and unmarried group of managers. According to the number of dependents, three groups have been formed for the purpose of analysis-I (less than or equal to 2), II (between 3-5), III (more than or equal to 6). The highest level of satisfaction with QWL is found in the group having larger number of dependents. The intergroup value of 't' is not found significant. The statistics states that perception of QWL is independent of marital status as well as number of dependents.

In the Indian context the public enterprises and private enterprise differ substantially in terms of their work structure and work environment. The difference of the QWL has been studied in table 2.8. The managers working in private organisations found their quality of working life better than the managers working in public sector organisations. The difference of mean values has

Analysis (3)

Table 3.2

Comparison of Mean of JDI Score

VARIABLE : Age

Group:

I Year 25 - 34

II Year 35 - 44

II Year 45 - 54

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	40	100.25	19.86	I & II	21.71	0.594 Ns
II	33	97.22	23.79	II & III	21.69	1.145 Ns
III	18	108.38	25.40	II & III	24.36	1.814 Ns

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

been evaluated in terms of 't' values and the value is found highly significant at 0.05 significance level.

Job satisfaction has been evaluated on the basis of the total score of the constituent facets work itself, co-workers, superior, pay and promotion of job descriptive index (JDI). Analysis(3) shows the effect of personal variables on the total JDI Score of the respondents.

The effect of functional area has been portrayed in table 3.1. The mean score ranges from 85.85 to 114.28. The highest value of satisfaction has been given by personnel managers and lowest value by finance managers. The intergroup evaluation of the difference of mean has been found statistically significant for I & III, I & IV, II & III and II & IV. It clearly indicates that personnel managers and production managers have high job satisfaction than finance managers and marketing managers.

Table 3.2 depicts the effect of age on the attitude of the respondents towards their jobs. The mean values of JDI ranges from 97.22 to 108.38 by the managers falling in the category of 35 yrs to 44 yrs and 45 yrs to 54 yrs respectively.

The 't' values for intergroup comparison have been found non-significant at 0.05 and 0.01 level of significance. Conclusively, job satisfaction does not depend upon age.

Analysis (3)

Table 3.3

Comparison of Mean of JDI Score

VARIABLE : Qualification

Group:

I Management

II Technocrat

III Non-Professional

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	30	96.80	26.03	I & II	24.34	1.0800 _{Ns}
II	37	101.52	22.88	I & III	22.28	1.0370 _{Ns}
III	24	103.25	16.40	II & III	20.59	0.3209 _{Ns}

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Analysis (3)

Table 3.4

Comparison of Mean of JDI Score

VARIABLE : Income

Group:

I Rs. 25,000 - 49,000

II Rs. 50,000 - 74,000

II Rs. 75,000 - 99,000

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	37	98.80	19.80	I & II	22.90	0.5633 Ns
II	43	101.70	25.27	I & III	19.47	0.0359 Ns
III	11	99.04	18.27	II & III	24.08	0.3982 Ns

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Analysis (3)

Table 3.5

Comparision of Mean of JDI Score

VARIABLE : Tenure

Group:

I Year 1 - 5

III Year 11 - 15

II Year 6 - 10

IV Year 16 - 20

V Year 21 - 30

Group	N	Mean	SD	Group	Comb. SD	't' Value
I	36	95.3	23.37	I & II	21.71	0.283 _{NS}
II	25	96.9	19.03	I & III	21.67	2.720 _{**}
III	13	114.5	15.68	I & IV	22.76	1.120 _{NS}
IV	7	105.9	18.80	I & V	21.89	2.455 _{NS}
V	10	114.5	14.83	II & III	17.99	2.866 _{**}
				II & IV	18.98	1.108 _{NS}
				II & V	17.98	2.619 _{NS}
				III & IV	16.78	1.094 _{NS}
				III & V	15.32	1.335 _{NS}
				IV & V	16.53	1.056 _{NS}

**** Significant at 0.01 Level***** Significant at 0.05 Level****NS Not Significant**

Table 3.3 shows the qualification as the influencing factor on the level of job satisfaction. The mean score of JDI ranges from 96.8 to 103.25. The management professionals seem to be least satisfied and non-professionals the most satisfied. While testing statistically, the differences among the mean scores have been evaluated non-significant at 0.05 and 0.01 level of significance. This clearly indicates that perception of job satisfaction is independent of the qualification of the managers.

It is postulated that income has strong effect on job satisfaction. This has been tested in table 3.4. The mean score ranges from 98.80 to 101.70 by the lower income group and middle income group of the managers respectively. The 't' values have been found non-significant at 0.05 and 0.01 level of significance. Hence forth, it is deduced that job satisfaction is independent of the income.

Tenure being important variable to evaluate the level of job satisfaction has been analysed in table 3.5. The mean score of JDI ranged from 95.3 to 114.5. the lowest value of satisfaction has been shown by recently employed managers and highest by the managers having 11-15 years and 21-30 years of experience. The difference in mean score has been found significant for I & III, II & III at 0.01 level of significance. It means

Analysis (3)

Table 3.6

Comparison of Mean of JDI Score

VARIABLE : Marital Status

Group:

I Married

II Un-married

Group	N	Mean	SD	Group	Comb.SD	't' Tavle
I	78	104.11	22.95	I & II	22.04	1.395 Ns
II	13	94.90	14.99			

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Analysis (3)

Table 3.7

Comparison of Mean of JDI Score

VARIABLE : Dependents

Gourp:I ≤ 2

II 3 - 5

III ≥ 6

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	16	101.37	22.60	I & II	25.10	0.3216 _{Ns}
II	69	99.13	22.90	I & III	21.74	1.2610 _{Ns}
III	6	114.50	15.27	II & III	22.49	1.6050 _{Ns}

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Analysis (3)

Table 3.8

Comparison of Mean of JDI Score

VARIABLE : Type of the firm

Group:

I Public Enterprise

II Private Enterprise

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	53	100.34	21.40	I & II	23.57	0.0316 Ns
II	38	100.50	6.31			

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

that job satisfaction gradually increases as the work experience increases. However, the difference of means of group IV & V has not been found significant when compared with I, II and III group. It shows that after reaching an average level of experience the tenure losses its impact on the feeling towards job.

Tables 3.6 and 3.7 analysis the influence of marital status and number of dependents in the family respectively. Statistically the difference in the mean scores of JDI of married and unmarried managers has been found non-significant at 0.05 and 0.01 level of significance. It indicates that job satisfaction is independent of marital status. Like wise, the JDI score is highest for the managers having higher number of dependents and lowest for managers having dependents between 3 to 5. But the difference of mean has been statistically found non-significant indicating no influence of this variable on the attitude towards job.

To what extent the type of the organisation does affect the perception of job satisfaction of middle level managers. Table 3.8 indicates the mean score of JDI of public sector organisation and private sector organisation as 100.34 and 100.50 respectively. The 't' value for difference of means is found non-significant. As a result the type of the organisation does not influence the level of job satisfaction.

Analysis (4)

Table 4.1

Comparison of Mean of SPR Score

VARIABLE : Functional area

Group:

I Personnel Manager III Finance Manager
 II Production Manager IV Marketing Manager

Group	N	Mean	SD	Group	Comb.SD	't' Value
I	19	32.76	3.650	I & II	3.2090	1.7700 Ns
II	29	31.08	2.894	I & III	3.7590	3.4296**
III	20	29.20	3.860	I & IV	3.5570	2.9560**
IV	23	29.50	3.489	II& III	3.3160	1.9508 Ns
				II& IV	3.1630	1.7891 Ns
				III&IV	3.6610	0.2600 Ns

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Analysis (4)

Table 4.2

Comparison of Mean of SPR Score

VARIABLE : Age

Group:

I Year 25 - 34

II Year 35 - 44

III Year 45 - 54

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	40	30.05	2.897	I & II	3.563	0.3581 Ns
II	33	30.35	4.236	I & III	2.927	3.0820 **
III	18	32.61	2.997	II& III	3.851	1.8320 Ns

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Alongwith the individual perception of quality of working life and job satisfaction, the performance has been evaluated in terms of self-performance rating. Analysis (4) intends to extract the effect of various personal variables on the self performance evaluation.

Table 4.1 indicated the meanscore of SPR with respect to functional area. The mean value ranges from 29.20 to 32.76. The minimum rating has been done by finance managers and hgihest by personnel managers. The comparative mean value has been found significant for I & III, and I & IV at 0.01 level of significance. This clearly indicates that personnel managers are more confident about their performance than finance managers and marketing managers. The intercomparison of the difference of means amongst II, III and IV group of managers has been found non-significant at 0.05 and 0.01 level of significance. The result shows the direct influence of designation on the personnel manager's performance rating but for other groups the situation is ambiguous.

Table 4.2 shows the influence of age on self evaluation of one's performance. The mean score ranges from 30.05 to 32.61. The comparatively low performance rating has been done by younger group and highest by the older group. The middle aged group of managers with 30.35 mean score lies in between. However, the significant difference between younger group and older group i.e. I &

Analysis (4)

Table 4.4

Comparison of Mean of SPR Score

VARIABLE : Income

Group:

I Rs. 25,000 - 49,000

II Rs. 50,000 - 74,000

III Rs. 75,000 - 99,000

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	37	30.365	3.588	I & II	3.6450	0.6118 Ns
II	43	30.802	3.707	I & III	3.4720	4.6970 **
III	11	35.860	3.053	II & III	3.5046	4.1290 **

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

III indicates the trend that as the individual grows older, his confidence about his performance as best, increases. However, the age does not contribute to the difference between the means of younger group and middle aged group. The perusal of the table further shows that after 35 years of age, the self performance rating becomes independent of the age factor.

Table 4.3 examines the effect of qualification on self performance rating. The mean score ranges from 29.70 to 31.80 as rating done by management professionals and non-professionals respectively. the technocrats have mean score 31.12. The significant difference between management professionals and non-professionals rating of their performance indicates the change due to level of qualification. Non-professional managers are found to be more satisfied with their performance than professional managers. However, the difference is not found significant for management professionals and the technocrats as well as technocrats and non-professionals. It indicates that technocrats are not affected by the qualification for their performance evaluation.

Table 4.4 compares the mean score of different income groups of managers with respect to the self-evaluation of their performance. The mean score ranges from 30.36 to 35.36 of lower income group and the higher

Analysis (4)

Table 4.5

Comparison of Mean of SPR Score

VARIABLE : Tenure

Group:

I	Year	1 - 5	III	Year	11 - 15
II	Year	6 - 10	IV	Year	16 - 20
			V	Year	21 - 30

Group	N	Mean	SD	Group	Comb. SD	t*Value
I	36	29.40	4.1082	I & II	3.952	1.1840 Ns
II	25	30.62	3.7128	I & III	3.720	2.9000 **
III	13	32.88	2.2715	I & IV	4.020	0.9560 Ns
IV	7	30.92	3.4990	I & V	3.830	1.5320 Ns
V	10	31.50	2.5290	II & III	3.303	2.0000 Ns
				II & IV	3.670	0.1923 Ns
				II & V	3.430	0.6875 Ns
				III & IV	2.742	2.9520 **
				III & V	2.385	1.3750 Ns
				IV & V	2.956	0.3983 Ns

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Analysis (4)

Table 4.6

Comparison of Mean of SPR Score

VARIABLE : Marital Status

Group:

I Married

II Un-married

Group	N	Mean	SD	Group	Comb. SD	't' Value
I	78	30.859	3.7415	I & II	3.548	0.9898 _{Ns}
II	13	29.807	1.8968			

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

Analysis (4)

Table 4.7

Comparison of Mean of SPR Score

VARIABLE : Dependent

Group:I ≤ 2

II 3 - 5

III ≥ 6

Group	N	Mean	SD	Group	Comb. SD	't' Value
I	16	30.125	3.5156	I & II	3.527	0.5162 Ns
II	69	30.630	3.5300	I & III	3.628	1.3680 Ns
III	6	32.500	3.9580	II & III	3.560	1.2110 Ns

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

income group. The difference between the means of lower and higher income group has been statistically found significant. Intercomparison between middle income and higher income group has also been found significant at 0.01 level of significance. It clearly indicates that SPR depends upon the level of income^{of} managers. The difference between means of lower and middle income group is statistically non-significant.

Table 4.5 examines the significance of tenure on the self performance appraisal. The mean score ranges from 29.4 to 32.88. These scores lie with the managers having 1-5 years of service and 11-15 yrs of service. The significant difference has been found between group-I (1-5 yrs) and group III (11-15 yrs), and group IV (16-20 yrs). The other inter group comparison portrays the difference of values by chance. However, there exists a relationship between tenure and self performance rating.

The effects of marital status and number of dependents of SPR have been exhibited in table 4.6 and 4.7 respectively. The difference between the mean score of married (30.85) and unmarried (29.807) has been found statistically non-significant indicating the nullified influence of this factor on SPR. The inter group comparisons of the means of group I (less than or equal

Analysis (4)

Table 4.8

Comparison of Mean of SPR Score

VARIABLE : Type of the firm

Group:

I Public Enterprise

II Private Enterprise

Group	N	Mean	SD	Group	Comb.SD	't'Value
I	53	31.46	3.3756	I & II	3.3708	3.028 **
II	38	29.29	3.3651			

** Significant at 0.01 Level

* Significant at 0.05 Level

Ns Not Significant

to 2), group II (between 3 to 5), and group III (more than or equal to 6) fail to show any significant difference on the basis of 't' values at 0.05 and 0.01 level of significant. The value ranges from 30.12 to 32.50. The trend indicates that SPR is independent of number of dependents.

The SPR of public sector managers and private sector managers has been examined in table 4.8. The difference between the two means has been found statistically significant. The managers working in public enterprises are more confident about their performance than their counter part working in private enterprises. Hence the type of the organisation does influence SPR.

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CHAPTER - V

Findings and Conclusions

The cardinal objective of today's organisation is to understand human behaviour in the work place and to explore how such behaviour can be channelled towards desirable goals. The degree of psychological identification with one's own job and a feeling in the employee that his good performance on the job would bring a higher order need satisfaction lead to the job satisfaction and better quality of working life. **Taylor (1977)** maintained that the usefulness of job satisfaction measures in assessing job characteristics and in improving the quality of working life is problematic. However the present study indicates a positive and moderately significant relationship between quality of working life and job satisfaction. The level of job satisfaction among middle level managers can be labelled as an index of quality of working life on the basis of the predictive measures. **Tannenbaum and Schmidt (1973)** also consolidate the wide spread concern for quality of working life and its relation to job satisfaction.

The H(1) is rejected as there is a significant relationship between quality of working life and job satisfaction.

The quality of working life as an ongoing process of the organisation, basically tries to augment the efficiency of the individuals. In the present study the efficiency of the performance has been rated by the employees themselves. It has been found that quality of working life does positively correlate with self

performance rating but relationship is minimally moderate. It evinces that there are some other hidden and underlying factors related with the job which account for the effect on performance rating. The influence of improved quality of working life cannot be overlooked as having push on the performance.

The H(2) is rejected as there is a significant relationship between quality of working life and self performance rating.

The relationship between job satisfaction and performance is an issue of continuous debate and controversy. **Luthans (1981)** suggests that the relationship between job satisfaction and performance is moderated by a number of variables in view, which is still reflected in research studies. **Lawler and Porter(1969)** predicts that job satisfaction correlates significantly with both the superiors ranking and peers ranking of performance. But the correlation is not large. In the present study the job satisfaction correlates with self performance rating. Although it is not high but job satisfaction does influence the personal evaluation of the performance. The moderately low relationship may be caused by the non-distribution of intrinsic rewards among the middle level managers in the organisations. Moreover, due to the arduous task of the middle level managers, they may find themselves in a fix to contribute their potentialities at work.

The H(3) is rejected as there is a significant relationship between job satisfaction and self

performance rating.

The quality of working life is conceptualised by different dimensions encompassing lower and higher order needs of the employees. It broadens the scope of the factors generally considered to define job satisfaction. Sayeed and Sinha (1981) forward the notion that regardless of the type of organisation in terms of low or high democratisation of work place, the quality of working life dimensions tend to influence job satisfaction in a monotonically similar fashion. In the present study approximately all the dimensions correlated positively and significantly with job satisfaction except mental state, union - management relation, self respect and general life satisfaction. The largest correlation has been found with supervisory relation. Since the middle level managers are basically involved in the execution and implementation of the decisions of the management, they may find themselves handicapped in contingencies. The binding control on the limitations of their functioning may prove detrimental for the organisation. Hence, the sinuous functioning does demand better relations with higher level of management and confidence in management. The participative decision making and autonomy in work design facilitate the role and task of the middle level managers. The findings in terms of evaluation of lower and higher order needs evince the relatively higher correlation for intrinsic needs than extrinsic needs. The economic benefits and physical working conditions

act as satisfier in relation to middle level manager's frame of reference.

The hypothesis (4) is rejected as there is a significant relationship between different dimensions of working life and job satisfaction.

Tarnowieski (1973) reports in his study that the middle level managers were highly disenchanted with the contemporary organisational work life. They feel that they are caught up in a situation where a minor mistake may cost them their jobs, their security and perhaps even their career. In the present study, the managers have portrayed an altogether changed pattern of correlation between dimensions of quality of working life and self performance rating. The relationship of quality of working life dimensions with self performance measures does not exhibit as strong relationship as in the case of global job satisfaction. Interestingly, quite a number of higher order needs are found significantly correlated. But in totality, the strength of the relationship is moderately lower than average. Obviously, for pronouncing the individual ability to perform, the managers require congenial supervisory and intra group relations. The better control and influence over decision making augment the self expression and advancement leading to the high commitment towards the organisation. The non-significant relation of career orientation and advancement on merit to self performance rating is probably in view of the flaws in Indian organisational

structures. The dimensions corresponding to lower order needs like economic benefits and physical working conditions are thought to be given as their presence is a must for minimum level of performance. Amongst all the significant dimensions the general life satisfaction shows strongest relationship. It consolidates the assumption that an individual, satisfied with general conditions of his personal life and organisational life can better contribute to his performance.

The hypothesis(5) is rejected as there is a significant relationship between quality of working life and self-performance rating.

The research findings indicate that improved quality of working life and higher level of job satisfaction lead to better performance. In the present study, the joint effect of quality of working life and job satisfaction on self performance rating has come out to be significant but the prediction level is low. The quality of working life having more contribution to the variance in self performance rating, seems to be more important for middle level managers than global job satisfaction. The low level of predictability may be due to colinearity between quality of working life and job satisfaction as perceived by middle level managers.

The H(6) is rejected but at a moderate level as there is a joint effect of quality of working life and job satisfaction on self performance rating.

The functional area of an individual impinges upon a defined nature of work which contributes to overall accomplishment of the goal of the organisation. Generally, a specific area of the work corresponds to the designation which constitutes its own job design. The characteristics of the job fixes the domain of the operational activities of the employees. The various degrees of skill variety, task identity and autonomy etc. extend to the intrinsic work motivation which ultimately ends up in better performance, and high satisfaction. Many scientists have studied the role of job characteristics in predicting the satisfaction level with job and QWL. Skill variety task identity and feed back are positively related to JS than dull and monotonous work (Brief & Jim, 1976). General satisfaction, growth satisfaction and internal motivation were affected by changes in job characteristics (Hackman, 1978). Ambrosini (1983) terms the work flexibility as the determinant of QWL. Less strenuous and perceived monotony is positively related to uneasy feeling (Ahmad 1989, Johansson & Sanden 1989). Haleem (1983) contends that the participating decision making with respect to non-repetitive work affects performance and job satisfaction. Increasing decision and interaction competence caused significant increase in work satisfaction (Bury & Grznarova, 1982). In our analysis the designation is highly related to perception of QWL, JS and SPR. Among the different area managers, the personnel managers were found to be most

satisfied with QWL as well as job. The least satisfaction has been depicted by finance managers. The reason being the personnel manager deals with human relations which provides variety in the task. The problem solving involves more degree of freedom, independence and procedural autonomy. Control, influence, participation (CIP) and confidence in Management (CM) are found to be highly correlated to JS. This clearly corresponds to the high satisfaction of personnel managers. The production managers too have high task identity and task significance with the stress of high accountability which contributes to high satisfaction and better perception of QWL. On the other hand the finance managers operate under set pattern of procedure of the work, less autonomy to make decision and the task ends up in monotony. This lessens the feeling of contribution to the task accomplishment. Lower degree of control, influence and participation leads to comparatively poor perception of QWL and JS. The same pattern emerges for the self performance appraisal since the personnel manager perceives his high commitment to the organisation in the sense he is putting all his best to the task accomplishment while the finance manager inspite of being capable of doing much more is not able to develop himself in totality. hence he rates his performance comparatively at lower degree than other counterparts. The marketing managers too have moderate degree of autonomy and influence on task due to which they are moderately satisfied with

Hypothesis (7) is rejected as there is a significant difference between the mean score due to functional area with respect to QWL, JS and SPR.

No doubt that age does moderate the attitude of the employee towards his work and work environment. The quality of working life and job satisfaction parameters diagnose the health of an organisation. Hence if an organisation lacks the motivating and satisfying factors in its work climate, it will be perceived poor by all irrespective of the age. Age alone does not account for the expected positive correlation with JS. However with cohort variables jointly do affect satisfaction level (O' Brien & Dowling, 1981). In the study done by Snyder, William and Cashman (1984), the age fails to show relationship to reaction to performance feedback. The present study does not show any relation with age and perception of QWL and job satisfaction. However, age definitely exerts an influence on the performance rating. Younger group is least satisfied with their performance because they are more enthusiastic with new ideas, innovative techniques and confidence but fail to put all their effort to their task accomplishment as they are devoid of that degree of autonomy due to less experience as provided to older group of managers. The older group of managers rate them highest since they feel themselves experienced and best at performing the assigned job.

Hypothesis (8) is accepted as there is no significant difference between the means due to age

performance rating.

Education may reduce JS when it raises high career and work aspiration and expectation that may not be fully realised on the job (Dhillon, 1990). In the present study qualification does not show significant relationship with QWL and JS. However, it does influence the self performance evaluation. All the middle level managers are fundamentally involved in similar kind of the management function i.e., implementation and execution with varying degree of complexity involved in the task. Hence, minimum level of managerial ability is required to perform this function irrespective of the educational back ground of the managers. For that matter the intrinsic and extrinsic factors value in the same fashion for same level of management. However, when performing the job the conditioned attitude does contribute. The non-professionals are rating them highest in SPR because they perceive the complete utilization of what they have learned over the Years while management professionals do feel something more to reach the need for self actualization. The technocrats seem to perceive themselves to be highly sytematic and qualified to do the work assigned to them.

Hypothesis (9) is accepted that there is no significant difference between the means due to qualification with respect to QWL and JS. But this is rejected for SPR as there is a significant relationship between qualification and self performance rating.

With the gradual modified values of socio-psychological state of the workforce, the employees are found more concerned about the higher order needs. Economic benefits do act as satisfiers but hardly contribute as motivating factors which could lead to positive attitude towards one's job. The importance of pay has decreased over the years (Kumar 1976). The salary by itself is not enough to increase JS (Khalique and Chowdhry 1983). In the present study income does not exhibit any significant relationship with QWL and JS. Nevertheless, in self performance evaluation the highly paid group of managers find their performance worth what they are getting and lowest income group perceive their reward lesser than what they are performing.

Hypothesis (10) is accepted that there is no significant difference between the means due to income with respect to QWL and JS. It is rejected for SPR as there is a significant difference between the means due to income for self performance rating.

The perceived influence at work is highly correlated with tenure (Ahmad, 1991). Tenure on the job and tenure in the organisation correspond to seniority and work experience. However, according to Snyder, William and Cashman 1984, tenure does not show significant relationship with reaction to performance feedback. Tenure also assures job security and the employees become confident about their future without losing the job. The present study infers that there is

significant difference in the means with respect to QWL JS and SPR. It is further extended that gradually the level of satisfaction and self performance rating increases as the work experience on the job increases. This is because one gets acquainted with the knowledge and demands of the job leading to high competence, organisational commitment and job involvement. But after reaching an average level of work experience, the satisfaction and self performance evaluation tend to go down as the managers start perceiving the limited opportunity for self development. Hence, it becomes essential for the organisation to add up the satisfying and motivating factors into the job at the right time to sustain the manager's zest for work.

Hypothesis (11) is rejected as there is a significant difference between the means due to tenure with respect to QWL, JS and SPR.

The personal life and working life may not be mutually exclusive as human beings are bound to bring the stress or pleasure perceived outside the organisation to the work place. Marital status and number of dependents may dominate the conditioning of the attitude towards job and working environment. The present study does not show any significant relationship between above stated variables and QWL, JS and SPR. **Ahamad (1989)** also found no significant difference between ranking of married or unmarried respondents with high or low job satisfaction. Marital status and number of dependents basically tax the economic benefit of the employees and if income falls

probably get diluted. Work being a continuous process of life, self performance is not affected by being married or unmarried and having less or more number of the dependents.

The hypotheses (12 & 13) are rejected as there are no significant differences between means due to marital status and number of dependents with respect to QWL, JS and SPR.

There are basically two types of organisations dominating the economy of India in terms of government owned called public sector and private owned called private sector. These two differ in terms of autonomy, accountability and profit sharing. For the higher level of management too the public sector assures job security in contrast to the private sector. The working environment also does substantially differ in terms of control, participation, influence, work relations etc. The present study shows no significant relationship between type of the firm and job satisfaction but QWL perceived as an improved conception of lower order and higher order needs, does get influenced by the corporate ownership. The private sector dominates over public sector because sustaining competent personnel in the organisation becomes the prime task. However the self performance appraisal is high on part of managers workings in the public sector organisations. With limited level of autonomy and independence in decision making the managers perceive what they are performing is the maximum one can contribute. The attitude may be

inflated but to some extent, it seems to be justifiably. In spite of the better QWL in private sector, the middle level managers perceive themselves contributing less than the effort required to achieve the set goal.

The hypothesis (14) is accepted as there is no significant difference between the means of the job satisfaction. But it is rejected with respect to QWL and SPR as there is a significant difference between the means.

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CHAPTER - VI

Implications of Findings and Suggestions

The study does imply a positive relationship between various combinations of quality of working life, job satisfaction and self performance rating. The prediction of quality of working life and job satisfaction on each othersignifies their relevance in improving the organisational working climate for middle level managers. The quality of working life, if adapted as a continuous programme, may augment the total performance of the organisation. Job satisfaction is not an absolute phenomenon but is relative to alternatives available to the individual. For better compliance of the individual and organisational goal, it is necessary to maximise the relationship among quality of working life, job satisfaction and self performance rating. The various dimensions of quality of working life show moderately strong, relationship with job satisfaction. It is desirable for the organisations to evaluate the most and the least contributing dimensions of quality of working life to the job satisfaction so as to concentrate on improving the weak areas and sustaining the strong areas of sociopsychological frame work of the need structure.

The less the positive relationship between job satisfaction and self performance rating, the less effective the organisation will be. For the betterment of the relationship, it behoves to provide intrinsically interesting jobs to the middle level managers.

The larger contribution of quality of working life to the variance of self performance rating in comparison to job satisfaction, further implicates that the measurement of the attitude of the middle level managers should focus more on the identified higher order need dimensions of quality of working life than just the extrinsic needs like pay, promotion and physical working environment. However, the extrinsic needs can not be left completely unaccounted.

The importance of general life satisfaction demands the concern of the organisation towards manager over all problems of life rather than only the life at the work place. The manager's commitment evolves when they experience the pleasant and stress free psychological state of mind resulting in the maximum self-expression and confidence in their performance.

The variables that partially determine the perception of quality of working life and level of job satisfaction of middle level managers are found to be the functional areas and tenures. It is inferred that job characteristics in terms of variety of the task, autonomy in procedural and policy decision making, participative and interactive work environment do influence the attitude of middle level managers. Hence, it is desired to induct some degree of variability in the job to sustain the potential development of middle level managers. It is suggested that the effort of the organisation should be to sustain their middle level cadre for longer period of time so as to make them more

secured and emotionally adjusted with the working climate. The public sector organisations are suggested to develop the quality of working life in terms of the democratisation of the work processes.

The variable which partially affect the self performance rating happen to be functional areas, age, income, qualification, tenure and the corporate ownership, the enthusiastic attitude of the younger managers could be moderated with the given task complexity so as to extract their potentialities and motivate them to perform better. The organisation should develop the capacity to elicit adequate work role performance with respect to the economic reward.

The influence of qualification implicates that the job should contribute to learning, self development and individuality while performing at work. Higher the longevity on job, higher will be the work experience. The work should be gradually enriched with the passing years of experience to sustain the job involvement. The self performance rating of the middle level managers working in public sector organisation depicts the inflated estimation of their performance as they find their self expression and creativity justified with respect to the quality of organisational climate. Hence, the effort should be to utilize their full capacity to perform by providing improved quality of working life.

In spite of the researcher's honest attempt to maximise the accuracy and validity of the result for the given sample the present study limits the generalization

substantially large sample and the data collection technique of mail survey. In light of above stated reasons, it is further suggested (i) to control the research design like larger sample selection to minimise the statistical variation of the measured values and (ii) to employ better measures of job satisfaction and performance rating so as to strengthen the degree of relationship of these variables with quality of working life.

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Annexure

T A B L E - D

FREQUENCY DISTRIBUTION OF THE RESPONDENTS WITH
RESPECT TO THE DEMOGRAPHIC VARIABLES

VARIABLE : FUNCTIONAL AREA

Sl.No.	Groups	Absolute Number	% age
I	Personnel	19	20.9
II	Production	29	31.9
III	Finance	20	21.9
IV	Marketing	23	25.3
	Total	91	100.00

VARIABLE : AGE

Sl.No.	Groups	Absolute Number	% age
I	25 - 34	40	43.9
II	35 - 44	33	36.3
III	45 - 54	18	19.8
	Total	91	100.00

VARIABLE : QUALIFICATION

Sl.No.	Groups	Absolute Number	% age
I	Mgt.Professionals	30	32.9
II	Technocrat	37	40.7
III	Non-Professional	24	26.4
	Total	91	100.00

VARIABLE INCOME Rs. 000

Sl.No.	Groups	Absolute Number	% age
I	25 - 49	37	40.7
II	50 - 74	43	47.3
III	75 - 99	11	12.0
	Total	91	100.00

VARIABLE : TENURE (YRS)

Sl.No.	Groups	Absolute Number	% age
I	1 - 5	36	39.6
II	6 - 10	25	27.5
III	11 - 15	13	14.3
IV	16 - 20	7	7.7
V	21 - 30	10	10.9
	Total	91	100.00

VARIABLE : MARITAL STATUS

Sl.No.	Groups	Absolute Number	% age
I	Married	78	85.7
II	Unmarried	13	14.3
	Total	91	100.00

VARIABLE : DEPENDENTS

Sl.No.	Groups	Absolute Number	% age
I	2	16	17.6
II	3 - 5	69	75.8
III	6	6	6.6
	Total	91	100.00

VARIABLE : TYPE OF THE FIRM

Sl.No.	Groups	Absolute Number	% age
I	Public	53	58.2
II	Private	38	41.8
	Total	91	100.00

This questionnaire is intended to obtain some information from the Middel level managers working in industries. The aim is know and study the Managers views and opinions.

To make the task successful, it is essential that you answer each and every question and statement truly, without any hesitation. This is not a test of your abilities or knowledge, not do these questions have any right or wrong answers. They are just meant to know your **PERSONAL** views and opinions, thoughts and ideas.

Confidentiality : Your answers in this questionnaire would be kept strictly confidential. It would not be shown to any other individual or authority in your company or elsewhere. They are to be used **STRICTLY FOR RESEARCH PURPOSES.**

Your co-operation is solicited.

THANK YOU,

Ms Zeeshan
Lecturer
Deptt. of Business Administration
Aligarh Muslim University.
Aligarh- 202001.

General Instructions:-

1. Answer the questions serially, i.e., as they appear in the format.
2. If some statements or questions appear to be similar, even then you answer each of them separately.
3. It is expected that while answering, you do not consult anyone else. We want to know your opinions, views and feeling, not theirs.

4. Do not take too much time over any particular question. Whatever answer comes first to your mind, give that.
5. PLEASE BE AS HONEST AS POSSIBLE AND DO NOT HESITATE. FEEL FREE TO GIVE YOUR FRANK ANSWERS. THEY WOULD BE STRICTLY CONFIDENTIAL.
6. It is necessary that you answer all questions and statements.

Please do not leave any question or statement unanswered.

Name _____ Designation _____
Designation of immediate boss _____
Age _____ Educational Qualification _____
Total income (Salary) _____.
Length of service in this company _____
Marital status _____
Family Members _____
firm _____

SECTION 'A'

Given ahead are some statements and questions about certain characteristics related to your work and working conditions. Please assign weightages to these in terms of how much of these are present in your employment. On the right side of each item/question/Statement/quotation you would find a scale which would describe your views and feelings in terms of numerical values. The scale is from 1 to 7. ALL YOU HAVE TO DO IS

TO RATE ON SEVEN POINT SCALE ON A CONTINUUM FROM MINIMUM (1) TO MAXIMUM (7) THE NUMBER (4) STANDS FOR AVERAGE.

Example :

- | | | |
|-----|--|---------------------------|
| (A) | Poor performance decreases chances of recognition. | 1 2 3 4 5 6 7 |
| (B) | To what extent does company environment suit you. | 1 2 3 4 5 6 7 |

If you feel that in case of (A) you agree to the extent of 5, encircle it as shown in the scale, Again, if you feel that in case of (B) it suits you only to extent of 3, encircle it.

Thus in case of all items in this section, your agreement or disagreement, satisfaction or dissatisfaction, and your feelings-positive or negative have to be answered from a minimum (1) to maximum (7). So give your judgements to each and every item as specified above. Remember again, we want your views, opinions and feelings, not others, so please do not consult anyone.

So go ahead, read carefully the items/quotations/questions/statements and give your frank answers.

- | | <u>Min.</u> | | | | | | | <u>Max.</u> |
|------|-------------|-------------------------------|---|---|---|---|---|-------------|
| ✓ 1. | | "My work gives me a feeling | | | | | | |
| | | of achievement". | 1 | 2 | 3 | 4 | 5 | 6 7 |
| 2. | | In decisions regarding selec- | | | | | | |
| | | tion of people for jobs, my | | | | | | |
| | | views are also heard". | 1 | 2 | 3 | 4 | 5 | 6 7 |

3. How satisfactory are your family relations ? 1 2 3 4 5 6 7
4. "Sudden leave or break in work makes me feel relieved and happy". 1 2 3 4 5 6 7
5. "I am satisfied with the fairness of promotion procedure in my company". 1 2 3 4 5 6 7
6. To what extent are you satisfied with the working of the union in your company? 1 2 3 4 5 6 7
7. How much does your boss encourage people to give their best effort ? 1 2 3 4 5 6 7
8. How much do persons in your work group encourage each other to work as a team ? 1 2 3 4 5 6 7
9. "I have opportunities to use my special skills and abilities in my job." 1 2 3 4 5 6 7
10. In case of emergencies and difficulties how much influence do you exercise in getting a way out ? 1 2 3 4 5 6 7
11. "I think of myself as part of the company team". 1 2 3 4 5 6 7

12. How much are you satisfied with respect to you and your family's foodings ? 1 2 3 4 5 6 7
13. To what extent are work activities sensibly organised in this company? 1 2 3 4 5 6 7
14. To what extent do the "savings plan facilities present in your employment satisfy you? 1 2 3 4 5 6 7
15. "The management does not fail to appreciate the importance of my work". 1 2 3 4 5 6 7
16. "the management takes due care of my dignity as all individual". 1 2 3 4 5 6 7
17. "My boss gets along well with people". 1 2 3 4 5 6 7
18. To what extent do you think your boss has confidence and trust in you ? 1 2 3 4 5 6 7
19. To what extent does the company have a real interest in the welfare and happiness of those who work here ? 1 2 3 4 5 6 7
20. "My company offers me education and training to keep me in touch with my field and do better." 1 2 3 4 5 6 7

21. "I give of my best efforts as part of contributions to the company's products/ Services." 1 2 3 4 5 6 7
22. To what extent do things about working here (people, policies, or conditions) encourage you to work hard ? 1 2 3 4 5 6 7
23. How much are you satisfied with the "retirement plans" of your company ? 1 2 3 4 5 6 7
24. "The management appreciates my skills, abilities, and performances." 1 2 3 4 5 6 7
25. "My social relations are satisfactory." 1 2 3 4 5 6 7
26. "My job has given me a feeling of status in society". 1 2 3 4 5 6 7
27. To what extent does your boss show you how to improve your performances ? 1 2 3 4 5 6 7
28. "My fellow workers are very cooperative." 1 2 3 4 5 6 7
29. "My company gives me an opportunity to feel part of the management." 1 2 3 4 5 6 7

30. In general, how much say or influence do you have on how to perform your job? 1 2 3 4 5 6 7
31. How much influence do you hold in settling differences and quarrels in your company? 1 2 3 4 5 6 7
32. How far are you satisfied with your land and property position? 1 2 3 4 5 6 7
33. Does your company's "overtime" payments satisfy you? 1 2 3 4 5 6 7
34. "I devote myself to the job" 1 2 3 4 5 6 7
35. "My company offers enough opportunities to change job within the company." 1 2 3 4 5 6 7
36. To what extent does the management recognises and pays attention to your unions actions? 1 2 3 4 5 6 7
37. "My job has enough prestige within the company". 1 2 3 4 5 6 7
38. To what extent does your boss provide the help you need so that you can schedule work ahead of time? 1 2 3 4 5 6 7

39. To what extent do persons in your work group show you how to do a better job? 1 2 3 4 5 6 7
40. To what extent does the company make an effort to help employees get and maintain good income? 1 2 3 4 5 6 7
41. In general, how much say or influence do you have on what goes on in your work group ? 1 2 3 4 5 6 7
42. To what extent do you have a say in termination of jobs of people in your work place ? 1 2 3 4 5 6 7
43. How much are you satisfied with your place of residence/ housing facilities ? 1 2 3 4 5 6 7
44. To what extent are you satisfied with educational facilities available for your family? 1 2 3 4 5 6 7
45. To what extent are you told what you need to know to do your job in the best possible way ? 1 2 3 4 5 6 7
46. To what extent do you feel a real responsibility to achieve the success of the company ? 1 2 3 4 5 6 7

47. To what extent do you have control deciding to change the method of your work ? 1 2 3 4 5 6 7
48. "I make use of the company sponsored training for my job." 1 2 3 4 5 6 7
49. When you talk with persons in your work group, to what extent do they pay attention to what you are saying ? 1 2 3 4 5 6 7
50. "My boss always makes his expectations clear". 1 2 3 4 5 6 7
51. "My colleagues treat me with due respect". 1 2 3 4 5 6 7
52. "My contacts with fellow workers outside work is good". 1 2 3 4 5 6 7
53. "The management is fair enough in giving rewards of merit to individuals". 1 2 3 4 5 6 7
54. "There is very little in my job to keep me interested". 1 2 3 4 5 6 7
55. "I am sufficiently paid for the work I do". 1 2 3 4 5 6 7
57. To what extent is the "sick leave policy" or "medical leave" facilities sufficient in your employment? 1 2 3 4 5 6 7

58. "I feel incompetent for the job I am doing". 1 2 3 4 5 6 7
59. "My company takes care of my future career plans". 1 2 3 4 5 6 7
60. "My boss is good at planning and scheduling of work". 1 2 3 4 5 6 7
61. To what extent does your boss offer new ideas for solving job related problems? 1 2 3 4 5 6 7
62. To what extent do persons in your work group provide the help you need so that you can plan, organise and schedule work ahead of time? 1 2 3 4 5 6 7
63. "My boss accepts my ideas and suggestions". 1 2 3 4 5 6 7
64. To what extent do you influence decisions regarding promotions? 1 2 3 4 5 6 7
65. How satisfactory is your financial condition? (Money) 1 2 3 4 5 6 7
66. To what extent does this organisation have a real interest in the welfare and happiness of those who work here? 1 2 3 4 5 6 7

67. How adequate for your needs is the amount of information you get about what is going on in other departments and shifts ? 1 2 3 4 5 6 7
68. To what extent do you influence decisions regarding pay, bonus etc.? 1 2 3 4 5 6 7
69. "Doing my job well, I get a feeling of satisfaction". 1 2 3 4 5 6 7
70. How friendly and easy to approach are persons in your work group ? 1 2 3 4 5 6 7
71. "My boss has enough knowledge about the work and job". 1 2 3 4 5 6 7
72. "I get recognition for the good work I do here". 1 2 3 4 5 6 7
73. To what extent does the company's medical aid facilities satisfy you? 1 2 3 4 5 6 7
74. To what extent do you enjoy performing the actual day to day activities that make up your job ? 1 2 3 4 5 6 7
75. "Promotion from within the company is adequately handled by the management". 1 2 3 4 5 6 7

76. To what extent does your boss encourage persons who work for him to work as a team ? 1 2 3 4 5 6 7
77. To what extent do persons in your work group offer each other new ideas for solving job related problems. 1 2 3 4 5 6 7
78. "I have a say in deciding how to schedule my work". 1 2 3 4 5 6 7
79. How much this organisation tries to improve working conditions.? 1 2 3 4 5 6 7
80. To what extent does this organisation have clear-cut reasonable goals and objectives? 1 2 3 4 5 6 7
81. To what extent do persons in your work group exchange opinions and ideas ? 1 2 3 4 5 6 7
82. To what extent does your supervisor encourage people who work for him to exchange opinions and ideas? 1 2 3 4 5 6 7
83. How much do persons in your work group emphasize a team goal? 1 2 3 4 5 6 7

PLEASE RECHECK AND SEE THAT ALL ITEMS HAVE BEEN ANSWERED.
THANK YOU VERY MUCH FOR YOUR COOPERATION.

SECTION 'B'

The items under the different headings describe the various aspects of one's job. If you think the word or phrase describes the particular aspect of your job, please write 'y' for 'yes' beside that item; if the word or phrase does not describe that aspect of your job, please write 'N' for 'no'; if you think you cannot decide, please put a question mark (?).

<u>Work</u>	<u>Supervisor</u>	<u>Co-workers</u>
Fascinating	Asks my advise	Boring
Routine	Hard to please	Slow
Satisfying	Impolite	Ambitious
Boring	Praises good work	Stupid
Good	Tactful	Responsible
Creative	Influential	Fast
Respected	Tells me where I stand	Easy to make enemies.
Tiresome	Annoying	Talk too much
Challenging	Knows Job well	Smart
frustrating	Bad	Lazy
Endless	Intelligent	Unpleasant
Gives sense of accomplishment	Around when needed	Active Hard to meet Intelligent.

<u>Pay</u>	<u>Promotions</u>
Income adequate for normal expenses.	Good opportunity for advancement.
Income provides luxuries	Opportunity some what limited Promotion on ability.
Less than I deserve	Good chance for promotion
Highly paid	Unfair promotion policy Infrequent promotions Regular Promotions.

PLEASE RECHECK THAT YOU HAVE ANSWERED
ALL ITEMS, THANK YOU VERY MUCH

SECTION - 'C'

The purpose of this section is to determine how you rate yourself relative to others in your unit. We would like you to rate yourself by placing a tick mark (✓) on the scale at the point which represents the best description of you in comparison with others.

Please note that a high rating is not necessarily good, a low rating is not necessarily bad, the ratings are intended simply to describe the manner in which you work. Please check all the items.

1. How good a job is done by you in anticipating problems that may come up in the future ?
 - (1) Poor
 - (2) Not too good
 - (3) Fair
 - (4) Very good
 - (5) Excellent.

2. When changes are made in the routines or equipment how quickly you accept and adjust to these changes?
 - (1) Very slowly
 - (2) Slowly
 - (3) Fairly rapidly
 - (4) Very rapidly but not immediately.
 - (5) Immediately.

3. How much knowledge you have about your job and related work ?
 - (1) Very Poor
 - (2) Limited
 - (3) Fairly Well
 - (4) Good knowledge
 - (5) Excellent

4. You work on your portion without knowing how important it is in the over-all system.
 - (1) Not very true
 - (2) Not true
 - (3) Confused
 - (4) True
 - (5) Very true

5. How accurate you are while working on the jobs given to you?
 1. _____practically no mistakes, highest accuracy.
 2. _____seldom make errors and do high grade work.
 3. _____make some errors but do possible work.
 4. _____make mistakes many times.
 5. _____make mistakes very frequently.

6. Quality of your work in comparison with others.

1. _____ Very Poor.
2. _____ below Standard.
3. _____ meet standard
4. _____ exceeds standard.
5. _____ Exceptionally very good at work.

7. Speed of your work in comparison with others.

1. _____ definitely very slow.
2. _____ slow
3. _____ satisfactory
4. _____ fast.
5. _____ exceptionally fast

8. Your over all job performance in comparison with colleagues of your rank.

1. _____ excellent.
2. _____ above average.
3. _____ average.
4. _____ below average
5. _____ very poor.

PLEASE SEE THAT ALL ITEMS HAVE BEEN ANSWERED. I ONCE
AGAIN THANK YOU VERY MUCH FOR YOUR COOPERATION.
